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JAMIE MONTGOMERY FLAGG

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Leslie's Illustrated Weekly Newspaper

JOHN A. SLEICHER,

Editor-in-Chief

CONKLIN MANN, Managing Editor

THE OLDEST ILLUSTRATED WEEKLY NEWSPAPER IN THE UNITED STATES

ESTABLISHED DECEMBER 15, 1855

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No. 3302

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SCHMITZ, the grafting fiddler-mayor of San Francisco, once told me how he came to the greatest decision of his life, the decision that to one who knew him as the aide of blacklegs and the tool of political sharps atones for the checkered undertone of a not-too-clean career. For he was in undisputed power over a city at the moment of her greatest misfortune, and he rose to the supreme opportunity supremely.

"That third night of the fire," said he, as we talked it over years later, "I tumbled to what I was up against. Then it looked as if the whole city would have to go. At any rate the best of it was gone; a bigger smash than the wildest of us could have predicted a week before. I went to bed about three o'clock in the morning, but couldn't sleep. I was talking to myself, or something inside was talking to me and saying, 'Eugene Schmitz, here is your chance to make good. If you act like a big man now and not like a little one they'll be building monuments to you yet. This is too big a job for you to tackle alone even if you are Mayor.'"

"Perhaps I needed this voice to stop me, for I felt a bit cocky. Martial law had been declared and General Funston with the Federal troops from the Presidio was in charge under my direction. I had in my hands the power of life and death, and of everything in between, but what I suddenly became afraid of was that once the city was burned down the entire population, remembering the earthquake and what followed, would pack up bag and baggage and move away and there wouldn't be any San Francisco any more. If that should happen I, Eugene Schmitz, mayor, didn't propose to bear the responsibility alone.

"The next morning early I began assembling the

Switching from War to Peace

How the United States Is Preparing to Double on Its Tracks in the Mightiest Turn-Over in Its History

By RICHARD BARRY

Committee of Fifty. You'll laugh when I tell you how I picked them out. Of course I had appointed many committees before but never one like this. I asked everybody I met, office boys, street-car drivers, and especially the reporters to name me the biggest men in the city. I put down every name suggested. There were some names like Jimmy Phelan and Gavin McNab and Mike De Young that nearly everybody mentioned. They were all my political enemies, but I put them at the head of the list. You see, it was a sort of an election, in a rough, quick way, and I eliminated myself and my preferences.

"By noon I had more names than enough. I cut out all over sixty years old and all under forty. That left forty-three. So I appointed them on the committee and asked them to name the other seven themselves. After that who could say there was any politics or any Schmitzism in it, at all? At the last minute someone suggested that I ought to be on the committee. I hadn't thought of that, but I accepted the idea, as long as someone else stood up for it. That is how the Committee of Fifty came about.

"As you know, that committee, to which I delegated all authority, saved San Francisco, not from the fire or so much from the famine, though it helped there, as from the awful business depression that was imminent. That committee was wonderful; it had the best finan-

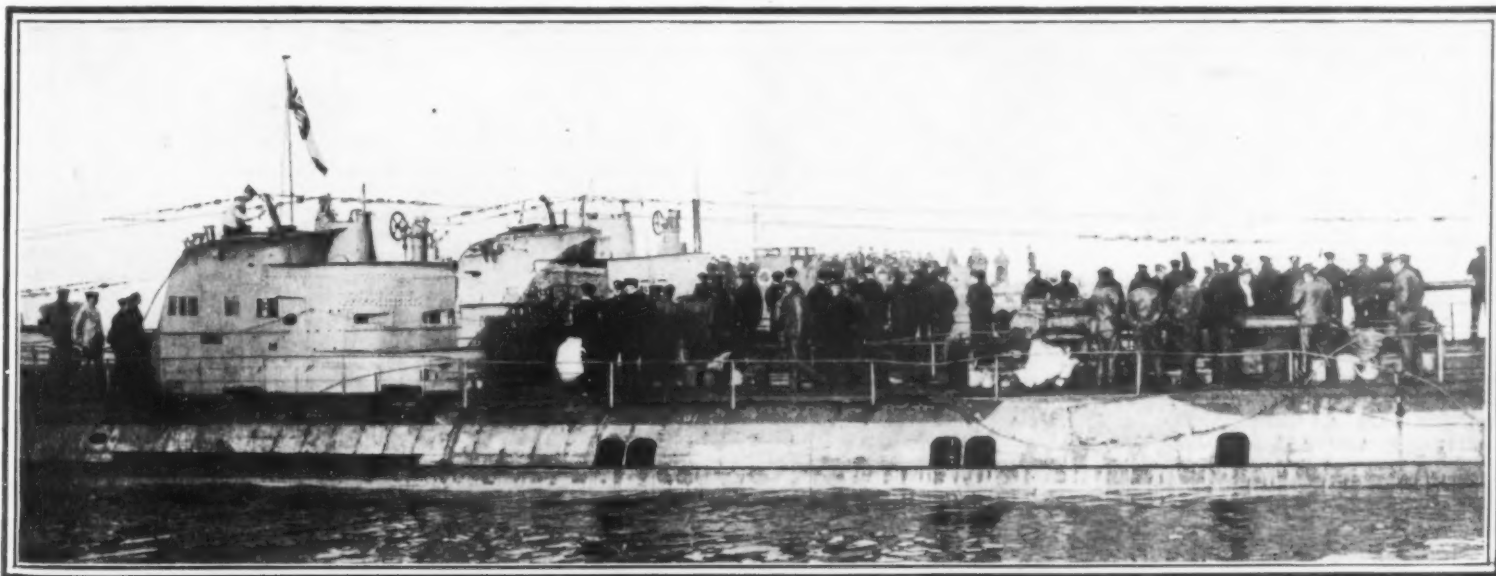
ciars, the best business men, the best lawyers and the best journalists in the city; and not one of them appointed with any thought of politics. They worked together like a family of big brothers; they bucked up the broken morale of the people, staved off bankruptcy, induced the rest of the nation to extend us credit and in time built a greater San Francisco than ever had been before."

For the past four years the world has been on fire, and for over a year and a half the United States has been an integral part of the holocaust. Now, when the fire is out, we face the reconstruction, but hardly as did that stricken Western city, whose man at the helm realized that the time had come for him to be a candidate for monuments—by forgetting himself, by abdicating his accidental supreme power, and by calling into quick counsel and authority the collective best brains of the community.

Recently it has become a truism that "the United States is as little prepared for peace as it was for war." These words were uttered in November by Mr. Outerbridge, president of the New York State Chamber of Commerce, but I heard the same thing from several Senators last July in the days when very few, if any, expected the war to be over this year. The fact was patent to any student.

The atmosphere of Washington in those war days was strangely un-American. Congress for all practical purposes was little more than a rubber stamp. Republicans were vying with Democrats in their allegiance to the desires, or the whims, as the case might be, of the Chief

Continued on page 802



The end of the menace of the seas. With the surrender of a large flotilla of German submarines to the British Fleet on November 20, the peril of piratical depredations

on the commerce of the world passed and merchant ships were free to resume their work unmolested. A close-up view of surrendered U-boats and crews at Harwich.

(CENTRAL NEWS SERVICE)

EDITORIAL

"Stand by the Flag:—In God We Trust"

Stand By the Allies

WE are not a tradition-bound people, but the traditions we have are strong. In the view of many the tradition that the Chief Executive should not leave United States territory during his term of office had all the binding force of law.

Tasks of reconstruction are so tremendous that the President was never more needed in Washington than now. Not unmindful of the importance of the "tasks of peace" at home, the President sincerely believes it his duty to respond to the request of the Allied Governments to give in person his "interpretation and application" of the fourteen points which he says have been accepted as the "bases of peace" both by the Allied Governments and the Central Powers.

It is no criticism of the President to say that he goes to Europe to impress his views upon the peace conference. If he succeeds all may be well, but it should be noted that these views have not been accepted in their entirety by our allies, who in the armistice agreement specifically reserved the right to interpret the phrase, "the freedom of the seas." The President has not yet told the country just what he means by this expression. Sufficient is known, however, to indicate a divergence from the British interpretation, and it would be an unfortunate sequel of the President's venture if it resulted in a serious clash with our allies.

The Constitution makes the Senate a co-ordinate power with the Chief Executive in the ratification of treaties, and Senators on both sides of the chamber feel that the President ignored this in the naming of the peace commissioners, and refusing to take the Senate into his confidence. Such a constitutional recognition of the Senate would have given him the loyal backing of Congress, by that much enhancing his influence as America's representative at the peace conference.

Our duty is to stand by our allies. They have fought the battle. We have helped to win it. They have far more at stake than we. Let us stand together at the peace table, and all will be well.

The Reconstruction Congress

THE country has grown so wonderfully because business men have taken advantage of their opportunities to develop its untold resources. The Government did not build railroads, develop coal mines, create cotton, woolen, silk, iron, copper, oil and other great industries. This was done by business men. They risked their money in the enterprises and called into co-operative effort the intelligent, high-class labor, for which the United States takes credit.

In older countries, governments have had time and opportunity to develop a paternalistic trend. Commissions have for years been developing opportunities for the investment of capital and the employment of labor, because there are fewer opportunities in the old and congested countries than in a new one like ours. Here the function of government has been to seek to govern.

Conceding that business men have accomplished these results, securing a good return on their investments, and the highest plane of living for the workingman, let us in this era of reconstruction once more entrust our business problems to the men of business, who have proved their ability to master them.

One of the most serious of these problems is the disposition of our railroads. The President in his message to Congress frankly acknowledges that he has no solution to offer. He leaves it to Congress. Nor is any solution offered by him of other questions affecting business and labor growing out of the war. He said this frankly in his letter to the Reconstruction Congress.

Someone must seek a solution of these problems. It is providential that the leading business men of the United States were called to assemble by thousands at Atlantic City to take up these matters. They have taken them up in the spirit of the highest patriotism. The great Reconstruction Congress included many of the captains of industry that had been called to Washington by the President to help meet the sudden and terrific demands of the war, and the equipment and provisioning of millions gathered in camps and sent to the front. These captains of industry, to whom the President in his recent message paid a high compliment, have been marshaling the constructive forces of the country at Atlantic City.

The nation owes a debt of gratitude to the business men of the United States, and to the workers who have stood behind them. That debt has not always been acknowledged. Self-seeking demagogues have wickedly aroused a spirit of antagonism against business, though

A Confession!

By SENATOR WILLIAM E. BORAH, of Idaho

IF the people really knew the method and the manner in which we expend money and the waste of which we are guilty they would mob us. It is by reason of the fact that the details of these expenditures are kept from the people that public opinion is not aroused to its height in regard to this matter. There is one thing that Congress has never yet been able to do, and that is to abolish a bureau or an office. Congress has great capacity to make twelve men do what one man did before, but practically no capacity apparently to curtail or limit either the energy or the expenditures upon the part of Congress.

In every other country Big Business is honored and encouraged by the people and by the government. Without business, big and little, this country would not have been foremost in the construction and conduct of its railways and the marvelous development of its industries, the opening of its mines, its oil fields, its fisheries and all its other vast resources. In this development both capital and labor have found profitable opportunities.

Let us bear these facts in mind and relegate to the oblivion from which they came, the noisy disturbers who have been the greatest menace to our continued prosperity.

The Aftermath of War

IN the midst of conflicting opinions upon the aftermath of the war, an address of Charles Evans Hughes before the Institute of Arts and Sciences at Columbia University comes as a gleam of light. Military necessity gave to the Government great powers of control over industry, but, as Mr. Hughes points out, the attempt to strengthen Government control in the absence of military necessity is "an abuse of power which will not be permitted to escape censure."

The experiment made with the railroads justifies their return as quickly as possible to private control. Although the conditions faced by the railroads were difficult in wartime, this was more than offset by patriotic willingness on the part of the public to suffer inconvenience and pay higher rates because of the war.

The experience with the railroads is simply a further proof that public undertakings in this country have never been so efficient as private. The dangers that come from political control more than counterbalance any advantages. Mr. Hughes pointed out, too, the possibility of having governmental supervision without shackling American enterprise. The Webb bill, which permits combinations in foreign trade, is a slight step in the right direction. "If conduct is essentially wrong," said Mr. Hughes, "it is not purged by giving it fruition on foreign soil; and if conduct is not wrong but beneficial it ought to be encouraged in the interest of industry and trade wherever undertaken."

One of the greatest problems will be that of labor. Mr. Hughes's suggestion is that all public work, Federal, State and municipal, which has been held up by the war, should be set going as soon as possible in order to take up the labor slack. We cannot quite agree with this. We are more inclined to accept the experienced business judgment of Mr. A. C. Bedford, Chairman of the National Petroleum War Service Committee, who in his thoughtful address before the Atlantic City Reconstruction Congress said that, while a large percentage of foreign laborers in this country were preparing to return to their native countries to help work out their reconstructive problems, few European immigrants were coming this way. He added: "I do not fear that we shall have idleness through inability to supply sufficient employment, but rather that we shall not have enough labor."

The Plain Truth

TOMORROW! Commenting on a recent editorial in LESLIE'S, on the subject of "Tomorrow and Today," our esteemed contemporary, the Fort Worth, Tex., *Record*, compresses the logic of the situation in a few words when it says: "The thinking, the industrious, the thrifty,

the progressive, the men and women who never acknowledge defeat, will be the winners in the future as they have been in the past." Why worry about tomorrow?

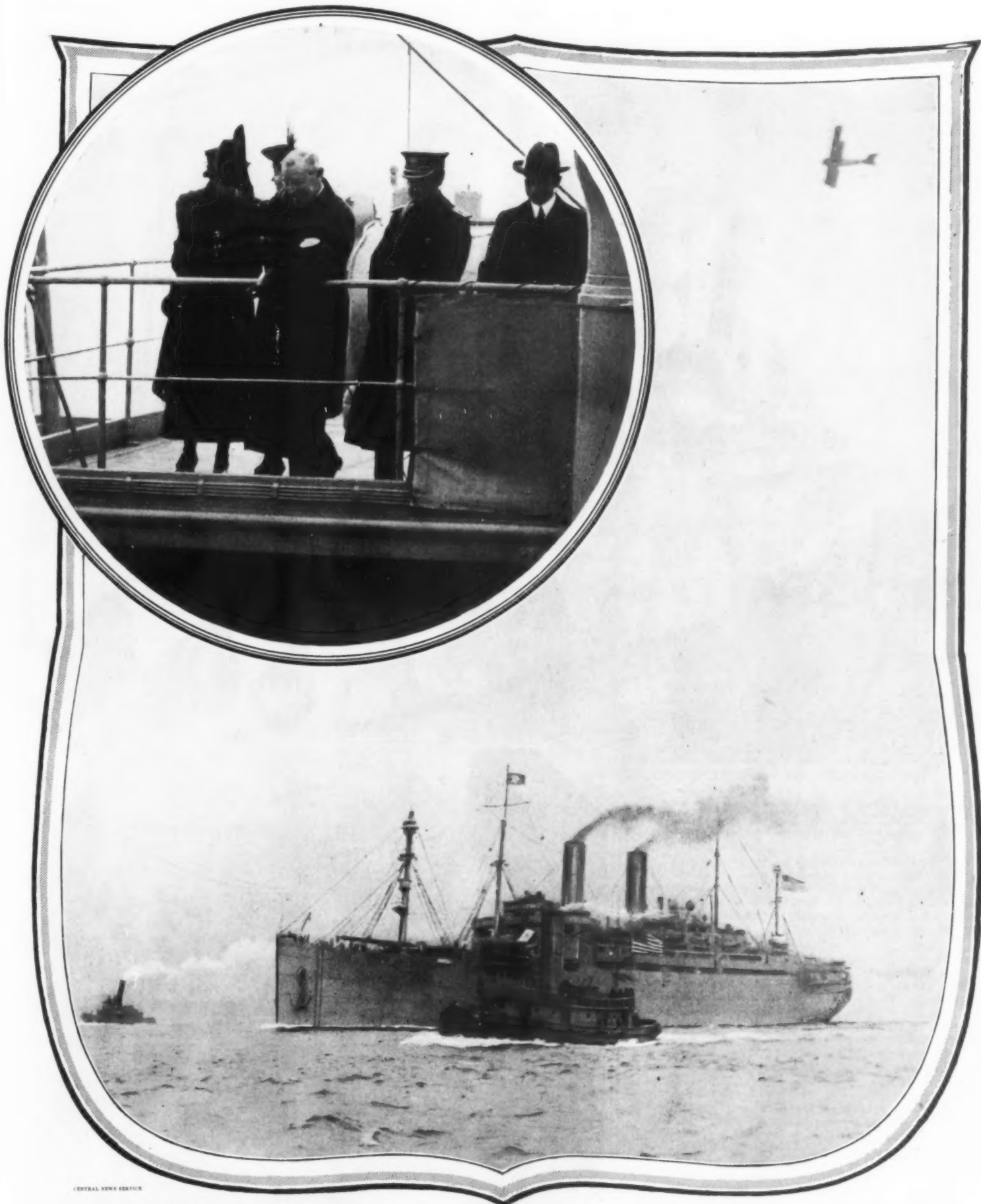
CONGRESS! Not many years ago New York City sent to Congress men of the highest type, some of them ranking as statesmen and leaders of the Democratic Party, including the late ex-Mayor Hewitt and "Sunset" Cox. In those days, New York exercised great influence in the counsels of the nation and upon the action of Congress, especially in reference to industrial and commercial affairs in which New York has a leading interest. In late years, however, places in Congress have been given by Tammany as rewards for political services to district leaders without much regard to the candidate's ability or standing. There is every justification, therefore, for the criticism by the Hon. William Church Osborn of the failure of Tammany Hall to select able men to represent New York in Congress.

PERSHING! It is pleasant to turn from the many conflicting statements as to who and what won the war to the reverent Thanksgiving address of General Pershing at general headquarters. A devoutly religious man in his own personal life, the splendid leader of our forces abroad gave thanks to God for victory, and for "the golden future with its wealth of opportunity and its hope of a permanent universal peace," and declared there had come to all our fighters a new vision of duty to God and country. We have here none of the blasphemous Teutonic mouthings of a close partnership with the Deity, but rather a recognition of human weakness and sincere gratitude for divine guidance. Fortunate is America in having in Pershing not only a great soldier but also a great moral leader.

EXIT! Under great pressure Governor Stephens commuted to life imprisonment the sentence of Mooney, the I. W. W. man who had been condemned to die for the San Francisco Preparedness Parade outrage. A great outcry is still being made because he has not been freed altogether, and threats were made of a nation-wide strike. This reminds one of the procedure in the famous Los Angeles dynamiting case, when similar strike threats were made and a fund of a quarter million dollars was raised for dynamiter McNamara's defense. Yet when McNamara came to trial, by advice of counsel, he confessed the crime. There is still a suspicion that, back of the prodigious effort of the I. W. W. and labor circles to secure Mooney's release is the fear that he might make a confession that would put other necks in the noose. It is little less than scandalous that a Government official, Louis F. Post, Assistant Secretary of Labor, should criticize so severely the orderly procedure of the courts and the executive clemency of the Governor of California. Declaring that Mooney did not have a fair trial, he called the commutation a compromise for which there is no justification. Post is a misfit.

WOMEN! While it is the prime duty of the American people to provide remunerative employment for our returning soldiers and sailors, the case of the women who have devoted themselves to war work, in clerical and many other capacities, should not be overlooked. Many of these gave up good positions in order to render patriotic and much-needed service to the Government. Their contribution of effort to the winning of the war was substantial and indispensable. The call to the colors had seriously depleted the ranks of the men workers. Women had to be engaged in hosts of places for which men absolutely could not be had. But for the feminine recruits many industries essential to the performance of our part in the struggle could not have been successfully carried on. The nation owes its women war workers a debt of gratitude and their future should be a matter of solicitude to the public. We deplore any general movement to oust them—summarily and with no attempt to provide them with new jobs—from the posts they have acceptably filled. The ruling of the national War Labor Board that the Cleveland (Ohio) Railway Company must dismiss 150 women employees of proved efficiency because of the strike of men employees against their retention grates on the American sense of fairness. The action of the men was ill-advised. They should have looked at the situation more from the angle of patriotism. We extend our sympathy to the women and we also sympathize with the women munition workers of London in their protest against sudden dismissal from the factories. Faithful laborers, whatever their sex, should not be treated inconsiderately.

"Good-bye, Mr. President"



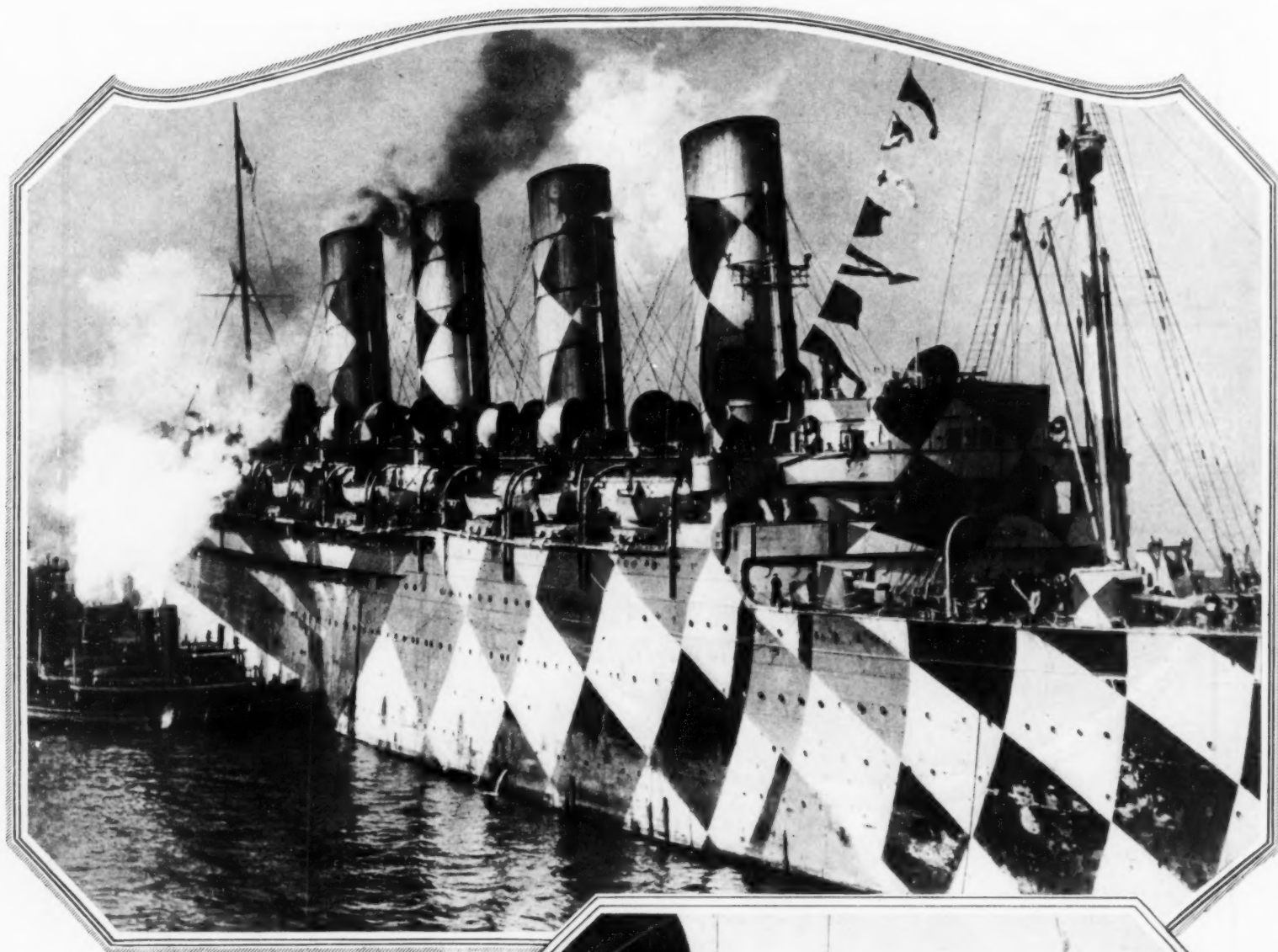
CENTRAL NEWS SERVICE

For the first time in history a President of the United States is visiting Europe. On the morning of December 4, amid the booming of guns and the dipping of flags, the *George Washington*, bearing the Presidential party, was escorted down New York harbor by five destroyers of the Atlantic Torpedo Flotilla. Army airplanes hovered about the steamer performing

spectacular feats. Beyond the Statue of Liberty the *George Washington* passed a transport inbound from London, her decks crowded with homecoming American troops. In his parting speech to Congress the President said the Allied Governments desired his personal counsel in the interpretation and application of the bases of peace which he had formulated.

The World's Biggest Supply Fleet

By PAUL MACK WHELAN



The Mauretania, still weirdly camouflaged, brought the first large batch of American soldiers returning from overseas service. To the disappointment of New York the 5,000 doughboys were immediately sent to Camp Mills on Long Island so that no welcome was possible.

EDITOR'S NOTE—Foreign experts rate the record accomplishment of the Naval Overseas Transportation Service and the Naval Auxiliary Reserve as the Navy's main contribution to the cause of winning the war. What's to be done with a fleet bigger than the combined Hamburg-American, North German Lloyd and Cunard Lines before the war?

IN the obscurity which censorship and the other exigencies of war enforced over all naval development, the biggest story which the public missed was the development of the Naval Overseas Transportation Service. Now that these publicity barriers have been removed the public is likely to hear a great deal of this branch of the Navy Department.

On the efficiency of the N. O. T. S. rests not merely a large share in the task of feeding our troops abroad but also a big part of starving Europe. If the British, who have been semi-officially credited with carrying overseas sixty-four per cent. of all our military forces, desire to turn their ships to normal trade use the fleet of ships now under the N. O. T. S. will have to bear the brunt of the burden of bringing the men home. Furthermore, on the resourcefulness of the ex-merchant marine officers who now hold commissions in the Naval Auxiliary Reserve and the decision of some four thousand junior officers developed during the conflict as to whether or not they will continue to follow the sea depends, in large measure, the future of the American merchant marine.

Battleships, stripped for action, firing broadsides! Destroyers on the wake of German submarines dropping depth bombs! These and other dashing aspects of American naval activity supplied the most picturesque phases of the maritime side of American participation in the war. There is another side of

Continued on page 802



As the returning doughboys came up the bay they saluted the Statue of Liberty with a cheer that proved they were glad to be back. In the second cabin and in the ship's hospital were 167 wounded officers and men from France and Flanders.

Norman Hapgood's Page

On this page Mr. Hapgood presents bi-weekly his views of public events, public men and social and political tendencies of the times. Quite often Mr. Hapgood's opinions



may differ widely from those of the editor of Leslie's, so by mutual consent he and the editor of Leslie's "disclaim all responsibility" for each other's expression of opinion.

McAdoo's Retirement

THE first sight I ever had of Mr. McAdoo has stood out always vividly in my mind. Little did I guess that within a few years he would be swinging both the treasury department and the railroads in a time of unexampled strain; swinging the railroads so that even the Tories applauded, and handling the treasury with a resourcefulness that made those best able to judge put him next to Alexander Hamilton. When his face first entered my field of vision I had already become interested in him because he had introduced into the New York tunnel management the refrain, "the public be pleased." It was not in a heavy atmosphere that this first glimpse came, and indeed the circumstances hint at the versatility of the man. It was at a rather large gathering of people interested in literature, drama, and the arts, and I think he was the only person present whose career has been to any extent political. It was a face full of eagerness; keen as an eagle's; the thin body seeming a dynamo of enthusiasm, and of the kind of energy that is born of enthusiasm. In the considerable amount that I have seen of him since then I have never had reason to change that first impression: the secret of his brilliant and big-scale accomplishments lies partly, of course, in special gifts, but largely also in the flaming interest that he turns into the world every waking hour and three hundred and sixty-five days in every year.

We lose him at a bad time, and yet, apart from his personal pecuniary reasons, there is logic in his departure. The American people, in its infinite wisdom, has seen fit to cling to a Constitution made to suit thirteen newly-joined and wrangling political units. The result is that, whereas England has a system by which the executive and the legislative go in and out together, power to act exists, and responsibility is centered, we hold to a method by which we reach our present predicament: the Republicans in power in both houses, eager to limit the success of a Democratic executive, and the President with a veto by which he will prevent Mr. Penrose or any similar Republican leader from carrying out his ideas of industrial sanity. The Constitution in this respect is timid non-sense. If we dare not go the whole distance to responsible government, we might at least avoid Congressional elections in the middle of Presidential terms. We might elect Representatives and Senators for the same period as the President and at the same time. Either the people should not have voted at all on November 7, or they should have voted on the main question whether they wished Wilson and his party to keep on handling our foreign and domestic relations, or wished to turn both foreign and domestic relations over to the school of thought represented by Colonel Roosevelt, Senator Knox, and Mr. Hays. The method actually in practice makes steady and fairly rapid progressive government impossible. I have been pleading for the appointment of a Director-General of Reconstruction, but the present political deadlock in Washington would go far to neutralize the work of even the ablest man in that office.

Political Sengalese

I WAS not employed by the editor of LESLIE's to represent one particular party, but to represent the liberal point of view in general. When Senator Reed emits archaic eloquence against any League of Nations I wish him in the same party as Senator Poindexter, just as I wish all men like Lenroot, Norris, and William Allen White in the same party with men like Newton Baker and Brand Whitlock. It would be better if we had one party of progress and one of privilege, so we could have a square stand-up fight. There is no use in laughing at such stuff as that of which Senator Reed has, with full conviction, relieved his chest. It is the stuff by the free use of which Mr. Will Hays carried overwhelmingly the State of Kansas, and Kansas is proud of its intelligence. So sweeping was this Kansas victory, gained after flooding the State with arguments against a League of Nations, that Mr. Hays and certain reactionary leaders have (I trust it is no sin to reveal) met and hilariously decided that they will make a national issue on the same lines. Knox has already begun. Can they pull the In-

surgent Republicans in? T. R. would never have submitted to such folly, were it not for his hatred of Wilson and anything that Wilson may support, for T. R. in the past has been a supporter of the idea. He is too intelligent and too extensive in his thinking to be really happy with the backyard, Fourth-of-July end of the greatest issue. In England the political leaders do not think it necessary to disagree on everything. Mr. Asquith describes himself as "a convinced and ardent advocate of the League of Nations." Mr. Lloyd-George speaks with equal decision. Lord Robert Cecil, today the most highly respected Conservative in England, has again and again proclaimed the need. Cecil could not possibly say to himself: "That League of Nations idea really belongs to Edward Grey, who is a Liberal. I am a Conservative. Therefore I must oppose it." He would not respect himself if he wore a collar around his mind.

What It Is

THE question is being asked more often every day, just what is this League of Nations idea, which promises to become the leading political issue of the world? In the first place, let me say that an expert statement can be obtained by any one who will write to the League of Nations Association, Bush Terminal Building, New York; a statement drawn up after six months' study by some of our leading professors, editors and special students of this question. I may explain briefly here, however, that the most important aspect of the League of Nations, as thus conceived, is that it offers the working machinery for a changing world, and does not merely undertake to apply law to a static condition. It undertakes to procure for all nations security and also equality of economic opportunity. Obviously, such small peoples as the Belgians and Czechoslovaks cannot feel secure unless there is some such international combination. Obviously, also, the ultimate causes of the world war were economic, and we cannot remove the seeds of future wars unless the great natural resources of the world, particularly in the undeveloped regions, cease to be a subject of strife. Mr. Taft and many other Republican leaders are behind the idea; and several have indicated that if we are to be successful in launching this fundamental principle, it must be done as part of the settlement itself. Otherwise, it may not come until the world has been stricken with another calamity like the one through which we are still passing.

The Robert Cecil Type

THE departure of Lord Robert Cecil from the British department of foreign affairs is an appropriate time to say a word about him. That he belongs in his own party, the Conservative, is shown well enough by the issue on which he chose to leave the government, the disestablishment of the Welsh church. But as I have hinted, elsewhere on this page, his being a Conservative does not mean that he is limited to reactionary ideas. For example, shortly before his resignation, he gave out an interview in which he said that there was obviously a revolutionary movement in full swing over the greater part of Continental Europe; and how did he propose to meet it? By calling it names and by trying to keep the steam from escaping? No, he believes one can be a Conservative without being immobile. He explained that as the only way, when land troubles arise, was to make the public owners or part owners of the land, so in industry all other steps were mere palliatives; the only cure was partnership between capital and labor. That from a famous Tory! Once I was speaking to a member of another British noble house about as famous as the Cecils. I spoke of what an extremely favorable impression Cecil had made on me. "He is the only one of that crowd (the government crowd)," my acquaintance replied, "that I would go across the street to meet." It was a rough mode of expression, but it reflects Cecil's standing among intellectual and independent men. But he is not the only British Tory who is progressive. There are many. Milner moves; so does Balfour; so do thousands of Tories less well-known. Cecil probably is most up to the hour.

Hoover's Trip

THE little editorial printed on this page, two weeks ago, called "Keep a Bee," grew out of a conversation I had with Herbert Hoover shortly before he sailed this last time for Europe. Since I got to know him, in 1915, I have never seen him once without coming away with a rush of ideas such as comparatively few men inspire. The reason Hoover was appointed Food Controller in 1917 was that he obviously knew more about the problem than anybody else in the world. He knew where the needs were, where the food was, what were the means of transportation, when were the favorable opportunities for purchase, and how the public conscience could be handled. A remark he made just before he started for Europe in November brings out another point about him. The armistice terms had tied up a lot of German shipping at a time when Europe was dangerously hungry, and Hoover gave out a statement hinting at the absurdity of this arrangement. He never fears to express his strong and expert common-sense, and thus far he has had an extraordinary faculty for coming out right. He understands raw materials as well as he does food. He will help bring order out of chaos wherever he may go. If we had one hundred Hoovers it would be a good plan to send fifty of them into Russia.

Admiral Mahan and After

OFTEN people think what a pity it is that Admiral Mahan did not live to see this war justify his teachings about sea-power. One of the two great questions of the peace conference is: Will the peace conference decide that "freedom of the sea" means anything at all? Walter Raleigh, writing in a cell in the Tower of London, said: "For whosoever commands the trade of the world commands the riches of the world, and consequently the world itself." A member of the British Admiralty told me he wished Mahan had not made that truth known to the world; it was better for Britain to act instinctively on it, without the rest of the world knowing what was going on. This from Hudibras points out only one of the many aspects of sea-power:

'Tis not now who's stout and bold,
But who bears hunger best, and cold;
And he's approved the most deserving,
Who longest can hold out at starving.

The war has shown how many essentials besides food depend on the sea—all essential raw materials, the transfer of troops, to a large extent the control of information, and the seizure of new markets. A peace depending only on the vastly increased power of Britain would be precarious. No eye can pierce the future and say how long Japan, a new Russia, southeast Europe will be free of friction with England. No country is called upon just now to use so much reason and magnanimity as England. Nothing is so difficult as to surrender power. Germany has been defeated so overwhelmingly that we have none of the safety of two contrasting points of view compromising on a just decision. We have no safety except in abnegation, in rising above the worn-out catch-words of statesmen; and recent events give us no reason to expect such elevation. Unless power over the critical matters is put into the hands of a league of nations, the world will be in fact less safe in 1933 than it was in 1913.

Reaching Russia

CHARLES MCCARTHY, the Wisconsin live wire, always has something of value up his sleeve. Just now it is the Co-operation System in Russia as the right thing for us to take hold of as a foundation. The National Board of Farm Organizations has passed a resolution intended to forward that idea, and it has been sent by the American-Russian League into the interior of Russia. If the State Department would send a body of men to meet officially the Co-operators of Russia, they would be dealing with a force that has always been non-political, progressive, and successful. About Russia our government has wobbled sadly. It has been sympathetic and understanding at times, sanctimonious and sensational at others. Here is a chance to make at least one step on solid ground.

Dusky Fighters in Freedom's War

Photographs from LUCIAN S. KIRTLAND, LESLIE'S Staff Correspondent



From all over the world money, men and supplies have poured into the war theatre to help in the work of making the world safe for Democracy. Thousands of Chinese have been transported to Europe for work behind the lines in order that fighting men might take their places in the trenches. Many of them have learned the white man's trades and a fortune, according to Chinese standards, awaits them on their return home from France.



Annamites at work in a munition plant. The quality of their work* was a great surprise to Europeans.

The Algerians can make a stable in France look like a bazaar in Tizi-Ouzou in a half-hour's time. Only the Caucasian seems to be able to stand both the drudgery of the trenches and the nerve-racking strain of shell-fire and attack. For shock troops no finer soldiers have faced an enemy barrage than the Moroccans, but when not being used for this purpose they are taken far from the front to rest billets.



The colonel of a Spahi regiment from Algeria. The Colonial troops with their semi-oriental trappings come the nearest of any troops at the front to preserving the old picturesque, elaborate paraphernalia of war.



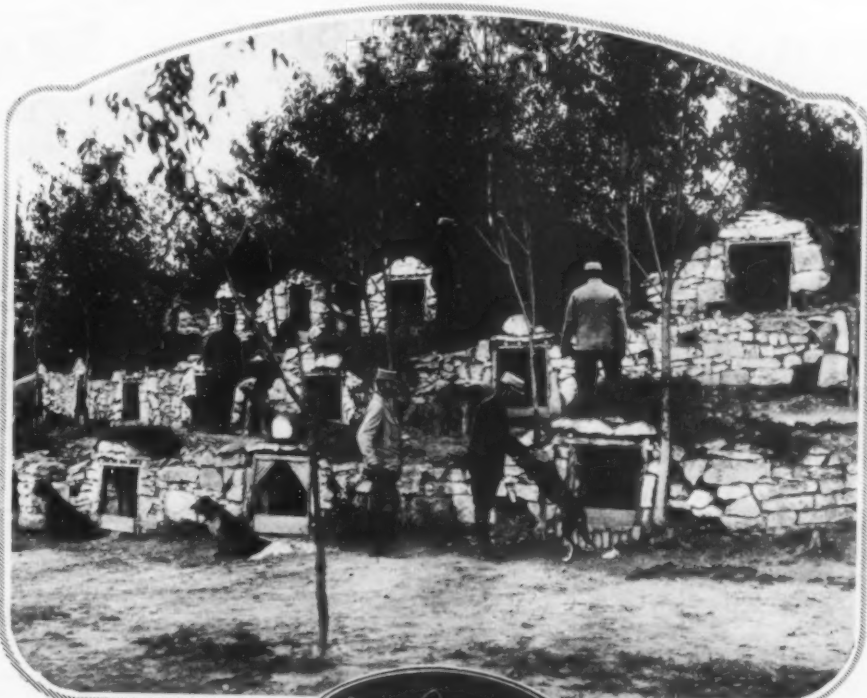
Annamites from French Indo-China have become adept as mechanics, and a large portion of the motor transport repair work has been gradually turned over to them.

The Dogs of War Must Be Muzzled Again

Photographs by LUCIAN S. KIRTLAND, LESLIE'S Staff Correspondent



This mascot went with his regiment into the heavy fighting in the Argonne district. During the battle orders were issued from American headquarters that dogs captured from the enemy must be considered as salvage belonging to the army and were not to be adopted as pets since the need for dogs was far greater than the supply at hand.



Each dog is given his own special kennel and is always in charge of the same keeper, so that there may be no doubt as to who is his master. When liberated at the front with a despatch in his pouch he requires no orders to return posthaste to his kennel, where



he is given a meat ration as a reward. Soldiers are not allowed to feed or pet messenger dogs. When off front duty the messenger still leads a strictly military life, with regular hours for rest and exercise. Under gas attack dogs are provided with masks.



Mascot of the 26th Italian Army Corps with his pal, the youngest soldier in the Italian army. At Noully-sur-Seine, Countess Yourkevitch opened a home and hospital for dogs discharged from active service. The Countess was soon caring for 600 dogs. Early in the war in the British army at Mons and in the navy at Jutland dogs were merely mascots.



On the Alsatian front the French have very successfully used dogs, many of them from Alaska, for transporting munitions in the winter, and at all times they are used to drag freight on the light railways.



On the battlefields Red Cross dogs have not only won their medals for heroic work in carrying messages through the barrages, but have served with great intelligence and devotion as scouts for finding the wounded. As watchdogs they are more feared by raiders stealing upon a trench at night than are the canniest of human sentries.



All dogs in France have been subject to draft for more than a year. Last winter all dogs were registered and the able-bodied have been called to the colors in classes. Some have been decorated with the *Croix de Guerre*.

A Few Papers of Historic Interest

THREE KINDS OF FOOLS

1. Fools.
2. Damned Fools.
3. SOLDIERS WHO RIDE ON TOPS AND SIDES OF CARS.

A Great Many American Soldiers Have Already Been Killed as a Result of Riding On Top of Cars. There is Only Six Inches Clearance Between Tops and Sides of Cars, and Tunnel Arches. There is Only Six Inches Clearance Between Tops and Sides of Cars and Bridge Superstructures. There is Only a Slight Clearance Between Sides of Cars and Signal Towers.

IF YOU EXPECT TO SEE THE NEXT BLOCK, KEEP YOURS INSIDE.

127 AMERICAN SOLDIERS KILLED

Riding on Tops and Sides of Railway Cars.

Keep Inside

There is Only Six Inches Clearance Between Tops and Sides of Cars and Tunnel Arches, and Bridges and Signal Towers.

Keep Inside

Wait Until You Get to a Trench to Stick Your Head Out.

Lots of Time

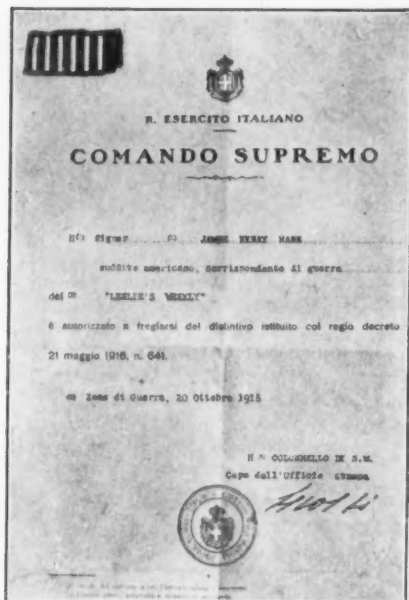
The Yankee, like the beaver, has always been considered a most ingenious "cuss," and it is not surprising that novel methods of saving Yankee heads were devised by those who watched over the safety of our men in France. Three of the methods are shown above. The posters made great hits.

YOUR HEAD MAY BE HARD

But Not as Hard as Bridges and Tunnel Arches. Only Six Inches Clearance, Don't Ride on Tops or Sides of Cars.

RAILWAY CO. WILL HOLD YOU RESPONSIBLE FOR DAMAGES TO BRIDGES AND TUNNELS AND SIGNAL TOWERS THEY ARE NOT INSURED.

KEEP YOUR BLOCK INSIDE



The Italian Government has issued to Mr. James H. Hare, LESLIE'S great war photographer, this interesting proof of service, which reads, "Mr. James Henry Hare, American Subject, War Correspondent of LESLIE'S WEEKLY, is authorized to bear the distinctive mark by royal decree May 20, 1916 n. 641, Zone of war, October 20, 1918." Henceforth "Jimmy" may wear the service ribbon of the Italian campaign.



Hannibal and Napoleon, pointing from the Alps across the rich plains of Italy, promised to their men whatever they could take. Napoleon made good the promise. In 1918 along came the Austrians and, issuing paper money in the currency of unconquered Italy, began to use it at home under promise of redemption in Venice. This was the height of effrontery to the Italians, and hatred gleamed from their eyes whenever they found the paper in the pockets of prisoners. Before the much-heralded Austrian drive the Emperor's soldiers were told of the big pay they would get when the war was over, and the treasury came through with a sample, not kronen which could be sent home, but lire and centesimi. However, Austrian officers persuaded the men that just as soon as they had conquered Italy the new notes would be good, and all brave and hard-fighting soldiers would receive still more money. That was all very well until the invaders met the fierce Arditi and the sharp-shooting Bersaglieri and then it was all wrong, as 200,000 dead, wounded or captured Austrians would testify if they could.

BOLLETTINO del Governo provvisorio della città di Trento.

TRENTO, 3 novembre 1918.

Cittadini!

L'incarico degli avvenimenti impone l'obbligo di prendere d'urgenza provvedimenti sulla base della emergenza della città.

I sottoscritti si sono perciò costituiti in Comitato provvisorio per la formazione del Governo provvisorio della città che segue di seguito.

Come hanno preso in consegna l'amministrazione cittadina anche colle incarichi di polizia sono incaricati dell'ordine e della sicurezza.

Il Comitato ha sede nel Municipio e sarà in permanente.

TRENTO il 2 novembre 1918 ore 3 pm.

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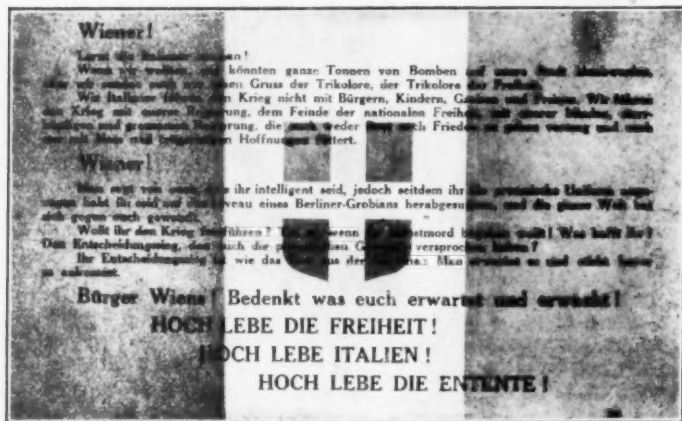
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When D'Annunzio, the great Italian poet and aviator, flew over Vienna his bombs were leaflets based on Austria's hopeless situation in the war.



A 10-lire piece printed by the Austrians in Italian currency and redeemable in Venice "later." The Austrian army was flooded with these.

McAdoo—A "Yes" or "No" Man

By BRICE CLAGETT

EDITOR'S NOTE—Mr. Clagett has been closely associated with Mr. McAdoo for several years. He has been his chief secretary since the country entered the war and more recently his secretary as Director General of Railroads. No other man has been in as good a position to study this outstanding figure in public life during a most critical period.

I HAVE been around the clock so many times with W. G. McAdoo, and have had so much fun watching the hour hand travel at minute-hand speed, that I have thought I should not deprive others of the pleasure of looking inside and seeing how the works run.

When "Ding" (J. N. Darling), the cartoonist, published a cartoon soon after the Secretary of the Treasury was also made Director General of Railroads over the caption "Wm. G. McAdoo Going to Work in the Morning," many of the scores of Americans from all parts of the country who came to his office every day asked me, "How does he do it?" "Ding" showed Mr. McAdoo in seven different costumes, each representing one of the different jobs he held at that time. I used to know "Ding" when he and I were on the same newspaper, and I believe today that this is the best cartoon he ever drew, for he got plenty of action into that cartoon, and if anything typifies W. G. McAdoo, it is action.

I was amazed soon after becoming Chief Secretary to the Secretary of the Treasury when, one morning at nine-thirty o'clock, Mr. McAdoo jumped from his carriage before the carriage had stopped, ran to his private entrance in the Treasury Department where an elevator to the second story was waiting for him, and, throwing off his overcoat and hat as he rushed into his private office, drew a sheaf of small memoranda from a side pocket of his coat and began issuing orders from them with a rapidity which I imagine few machine guns could equal.

My amazement was due to the recollection that I had been with him throughout the entire previous day, and knew he had been working until midnight on questions which did not involve the making of memoranda. I asked no questions until he had completed sending a few nominations for office to the President, had called for several Treasury officials and started them on work which would take hours, and in some cases days, to complete, had dictated letters enough to keep a stenographer busy for an hour, and had telephoned to several members of the Senate and House. Then, when a moment's pause came, I inquired when he had written the memoranda which had started all this activity and was laughingly informed that he always kept a pad and pencil on his telephone table beside his bed, and made notations when he woke up in the middle of the night with ideas.

The resignation of Mr. McAdoo because of the necessity of recouping his strength and his personal fortune, depleted by his six years' service in public life at a salary utterly inadequate in view of the high cost of living in Washington, focused attention again on the immense amount of work accomplished by this one man. And since there is nothing mysterious about his methods, I have thought it would help others if they knew how he did it. This demonstration of action since Secretary McAdoo entered President Wilson's Cabinet was no sudden burst of speed. It marked him when he was building a street railway down in Knoxville, Tennessee, and when he was building and operating the McAdoo Tubes under the Hudson River in New York. When he was traveling around the country during the pre-convention campaign to nominate Mr. Wilson the first time, he was invited to address a State legislature in behalf of his candidate. After leaving a town for the State capital where he was to speak, and covering a number of miles, he discovered that he had left behind him a satchel containing some highly important notes. Not having time to return, and discovering there was no other way of getting his notes, he jumped to a telephone, hastily arranged for a special train, had a porter take his satchel to the station in the town which he had left, and place it on the special train, and then impatiently awaited its arrival. The special train with its one piece of luggage and no passengers arrived on time and Mr. McAdoo kept his engagement.

This is a rehearsal of how Mr. McAdoo works, rather than what he has accomplished in a public way. Time will show whether his judgment has been correct in his financing of America during the war; in his organization of the Federal Reserve, Farm Loan and War Risk Insurance systems; whether he has operated the railroads of the nation wisely for war purposes; whether his work as Chairman of the International High Commission has helped the relations between the United States and South and Central America, and whether his direction of the multiplex other activities under his authority has been for the welfare of America.

In a rather long experience with public men from Presidents down, and with leading business executives, it has never been my good fortune to see any man who could dispose of questions of nation-wide and world-wide importance so rapidly, and who, at the same time, almost always left those who called upon him with the impression that his entire day, if necessary, was at their disposal. I have never heard him ask a caller, "Well, what can I do for you?" or, "What is your business?" or seen him rise to bring an interview to an end. Instead, when callers nervously assured him they would take only a minute of his time, he always placed them immediately at their ease by saying something to indicate that he was in no hurry whatever. At the same time, the directness of his questions and of his replies, the promptness of his decisions and the general air of tenseness about the man, made it almost invariably certain that his time was not wasted.

I have read in many magazines, newspapers and books stories about successful men who ascribed their rise in life to "Accuracy," "Honesty," "Perseverance," "Industry," "Courtesy," and a few other standard virtues, and, reading them, I have never been satisfied. I had thought it was taken for granted that a really successful man would have all or most of these qualities. And so I have always asked, "But, how was he accurate, honest, persevering, industrious or courteous?"

At the Treasury Department, all important documents for the Secretary's signature have on the carbon copy, under the place for his signature, the initials of the official who has prepared the document and the initials of others who are supposed to have passed upon it—and I may say, parenthetically, that the incident I am going to cite is no reflection on other officials of the Treasury Department, past or present.

Probably no abler set of men have served the Government during the war crisis than these officials. Yet I have seen important documents handed to Mr. McAdoo by an official, initialed several times and apparently ready for his signature, only to have him quickly and surely discover a mistake which, if not noticed, might have had serious consequences.

Let a letter to a man he knew be placed before him with a wrong initial, and he never fails to discover it. Let a misspelled word appear (and I have known the champion stenographer of America to misspell words, and have seen misspelled words in the letters of our leading financiers) and Mr. McAdoo will note the mistake and correct it.

But what is the real answer to the ability of one man to perform, day in and day out, the stupendous tasks intrusted to Mr. McAdoo for the last few years? My answer is: "The ability to say 'Yes' or 'No'; the faculty for winning to his side and holding the very ablest executives, the habit of thinking quickly, honestly and without prejudice and the intense enthusiasm and strength of will which radiates power and confidence."

How many hours of time he has saved, by that ability to say "Yes" or "No," it would take a mathematician, a historian and a Boswell to estimate. Believing sincerely in the concentration of authority, he never fails to make decisions promptly and then assume full responsibility for them. On many of them hung not only his own future but, in some cases, even the future of the country.

When the plans for financing America's part in the world war were taken up, there was no precedent for the enormous scope of financial transactions which Mr. McAdoo realized must be undertaken if America's force was to be exerted promptly. A new trail had to be blazed; new financial history made. Always anxious to get the best judgment of the ablest men available, the biggest bankers in the country were promptly summoned to Washington to give their opinions, and into the conferences were brought men who had played a part in the financing of America's war with Spain.

Mr. McAdoo promptly decided that this should be no bankers' war, that sound economics forced the conclusion that the American people themselves, who were waging the war, should also finance it. So he concluded to go to the people with a popular loan. The big question was, How much would the people loan their Government at once, and what should the terms of the loan be? These questions were put straightforward to the bankers and economists. I am divulging no secret in saying that most of them declared it would be disastrous to try to float a loan of more than five hundred million dollars, while the most extreme advocated one billion dollars. These men were giving their honest opinion, based on their experience in banking and commerce and in floating loans for private corporations. They advocated a high interest rate to appeal to the investors, and other attractive terms. Mr. McAdoo weighed carefully everything they said, for, in spite of his habit of making quick decisions, every decision is studiously thought out. Then he startled his advisors by concluding to offer the American people a two billion dollar loan at three and one-half per cent. with certain tax exemptions. The result, when the American people came forward with more than three billion dollars, was so successful that few now remember the pessimistic predictions of failure which followed immediately that decision. Almost the same procedure followed each successive loan, the bankers naturally advising caution, and Mr. McAdoo gambling with a sure vision on the patriotism of the American people.

Many men, in fact most big men, have the faculty of getting others to work for them, and naturally this faculty is very highly developed in the Secretary of the Treasury, Director General of Railroads, etc., etc. At the Railroad Administration there are thirteen principal advisors in addition to the Regional Directors and Federal Managers heading railroad systems throughout the country. At the Treasury Department there is an immediate staff of seven. Unless a question involved a matter of broad policy, he told one of these men to handle it, sure in the knowledge that it would be handled ably and expeditiously. Perhaps it is significant to remember that since he entered the Cabinet six years ago, not one of his principal assistants has resigned, although the positions of a few of them have been changed. This is a rather unusual record in Washington where men go into office and leave frequently.

Continued on page 798



WILLIAM GIBBS McADOO

If nicknames were the fashion these strenuous days in Washington, Mr. McAdoo's profile would probably win him the title of "Old Eagle Head," or perhaps if his political star continues to shine somebody will yet dub him "The American Eagle." The leonine head of Daniel Webster was long remembered in the nation's Capital, and there are those who believe that William G. McAdoo's face has left certain very definite impressions on the public consciousness.



When Austria Begged for Mercy

Article and Photographs by JAMES H. HARE,



The Madonna in the destroyed church at Cimadolmo with candles before it lighted by pious soldiers.

IT is difficult to know where to begin in trying to describe this last glorious fight, events have moved so rapidly, and what seems most important one day is effaced from the memory the next, by the new developments. Perhaps in the years to come the final crossing of the Piave, now regarded as almost a sacred river by the Italians, will be considered the great phase of this last battle.

The Americans had only infantry in the Piave section in which I had been working for several days, and as the doughboys had no facilities for bridging the river, when the plans for the advance were laid, they were, much to their disgust, replaced by British engineers who had pontoon bridges in readiness to throw across the river. The Americans retired grumbling and the British laid the bridge, pictures of which I have already sent. (These photographs appeared in the December 14th issue of LESLIE'S.) The Piave at that point consists of many streams separated by sand flats, but the main crossing alone gave trouble. As my photographs showed, the bridge was a success and after dark, the British, followed by the Italians, passed over.

Then the bridge was shelled and the river, owing to storms, rose rapidly and between the two the big bridge and the others the Italians had built were swept away. Then truly there was a mess, but I am getting way ahead of the proper sequence of my story.

On the first night of the big push on the Piave I went out in a small car with Major Rava in charge of the Italian cinema. Owing to the congestion of the roads we were unable to make much headway, but we did get across the pontoon bridge. On the Austrian side we found the roads in exceedingly bad shape, as the Austrians had not kept them in repair and the rainy weather, combined with the terrific shelling they had been subjected to by the Allies, had cut them to pieces so badly that we found great difficulty in making any progress. Twice we got mired; once it took the combined efforts of a dozen soldiers to rescue the car, and the second time, one wheel sank into a small but exceedingly muddy shell hole, so that about half the Italian army gathered to assist us.

All this was a warming experience, as we were under a heavy fire and the shells were falling on both sides, but few to the front or rear. Two or three men would try to lever



Americans held back because their big trucks were too heavy to cross the frail bridges.

the wheel out of the mud in the pitchy darkness with a heavy plank from one of the bridges. The wheels would churn up the mud, and revolve rapidly, but refuse to make headway.

Every few seconds the whine of a shell would be heard approaching; nobody apparently except yours truly paying any attention to it. Often one burst and buried itself in the ground close by. It would have made a great picture, but although I had flashlights with me I dared not make the flash. As it was, when I lighted a match to see just what was obstructing the wheel; the soldiers nearly had a fit, saying it would locate us for the Austrians.

The mud was a foot deep, and traffic was passing both ways with no one to direct it, consequently there was a succession of traffic congestions. Ambulance men were carrying wounded; despatch riders were trying to force their motor cycles and single wheels through the muck; lorries loaded with supplies were overturned and through the maze plodded the mule trains, carrying ammunition and the thousands of men passing to the attack. It is difficult to convey the idea to anyone who has not seen a black night on the Piave at first hand.

We had almost given the car up for a bad job, and had about decided we should have to spend the rest of



A delighted old peasant takes a moment's rest after kissing everyone kissable in the Allied armies in Cimadolmo.



After 24 hours of fasting Major Rava of the Italian cinema secured a loaf of bread.



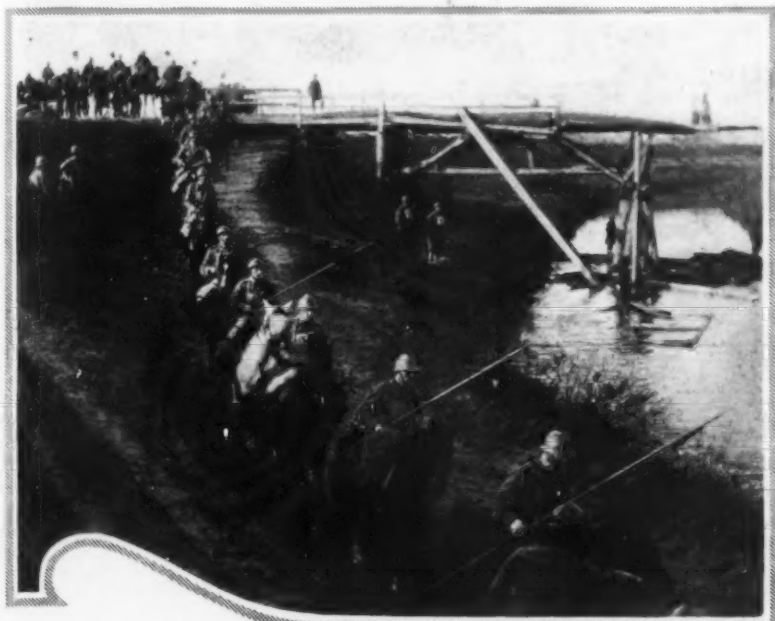
Ammunition was carried across the Piave by men as the bridges were too light for the trucks.



Villagers across the Piave returning home. No kind words for Austria.

in the Last Grim Closing Days

Staff Photographer with the Italian Armies



Cavalry crossing the little river Monticano, which, though only a brook, has exceedingly steep banks.

the night in the mud—it was a cold one at that, except for the shells—when we managed to release the machine. As we were about to start away I turned to address a few remarks to a soldier who had apparently been watching us without offering to help. The man was reclining in a graceful position on his side, so I stepped over to him only a yard or so away, and was horrified to find he was dying. His low moaning had been inaudible in the confusion of noises. It was impossible for us to help him, and everybody else was in the same predicament as ourselves. All had troubles of their own, so the poor fellow passed away right there in the mud as I was trying to make him more comfortable. There were many such cases; if a man went down he was likely to be trampled underfoot. One felt so heartless leaving them to their fate. Very few of the Red Cross cars had managed to get across the river at that time, owing to the few bridges which were passable.

It was about next to impossible to turn the car around, but in the end we back-tracked across the big bridge just as day was breaking. Only a short time after we passed over it the bridge was destroyed. That made a nasty situation. If the troops had been compelled to fall back, they would have been in a perilous position, but there was no falling back. In proximity

I gave them all the encouragement I could while we were abandoning our car for the more rapid "shanks mare." Then we pushed ahead to make a crossing. I began to regret that we

to the river the Austrians had put up a stiff fight, and they disputed the passage of the first British and Italian regiments most stubbornly, but, when finally routed, they fell back so fast that they had no time to wreck the villages which had sheltered them, even if they had been so minded. By the time we reached the bridge the Austrians were well on the run with the Allies driving hard on their heels.

After a few hours' sleep we started back to the front and ran full tilt into a large body of our men lined up in the roadway leading to the big bridge which had not yet been rebuilt. The Cinema Major was a surprised man to find what a small place America is, as most of the soldiers recognized me with a "Hello, Jimmy!" I let it go at that and didn't remind him that I had been photographing these boys for several weeks.

"What are they holding us up for?"

"What's the news?"

"How goes the fight," etc., etc.? was asked on every side along with the ever-present query, "Do you think we can get in?"



Lieutenant H. H. Douse, Royal Flying Corps, shot down in his plane over the village of Rai, waiting for the doctor.



Searching the prisoners for information. Their few coppers were returned to them.



Mike Bratto, for 7 years with the Central Candy Company, of Chicago, and James H. Hare become warm friends.

had not stayed on the "right" side the previous night. The rebuilt bridges were very light and as the camions could not cross them, the ammunition had to be carried by mules and by men. Two men with a heavy box of cartridges slung from a pole, was the usual way. They struggled along stumbling, picking their way as best they could, resting every few minutes to get their breath. Others were each carrying one great heavy shell for a trench mortar—with difficulty. But the trucks could not ford the stream, and there was no help for it.

Prisoners were being brought back all the time. While the soldiers in charge of prisoners did not fraternize with them, apparently few being able to find a mutual language, they were very easy with the Austrians. Everybody knew what "alt" meant, however. Later at the front, I saw the soldiers in charge of the prisoners "go through" their pockets to see what they contained, returning their few coppers, tobacco or pipes, if they possessed any.

We made our way on foot through the traffic, crossed the main bridge, and many smaller ones over the

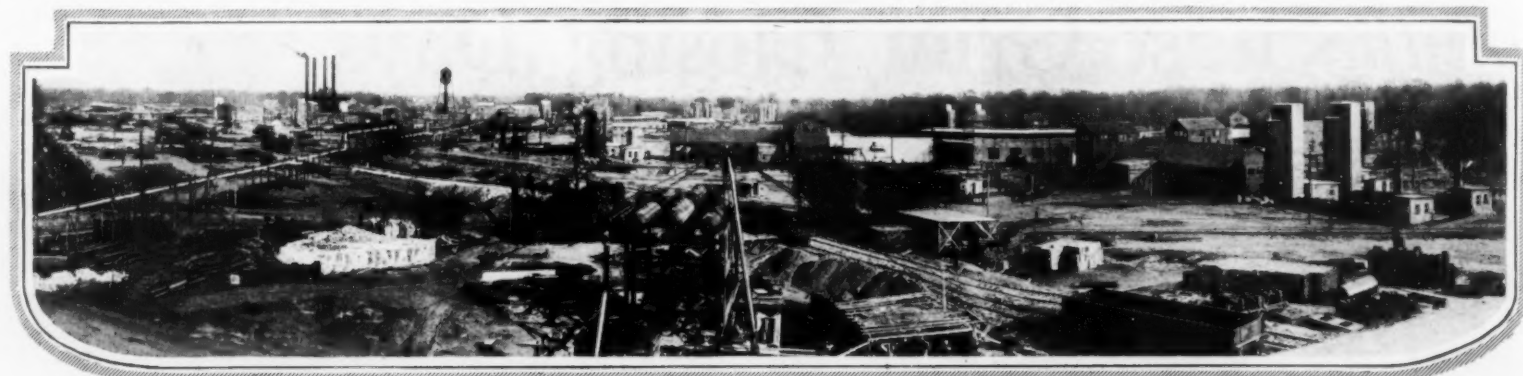
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British, Italians and Austrians lay side by side in their last sleep.



Prisoners carrying in the wounded. Bitter as was the fighting, the Italians treated all prisoners exceedingly well.



First photographs of the poisonous gas plant near Baltimore where American efficiency in eleven months exceeded the combined output of all the warring nations.

Beating the Hun at His Own Game

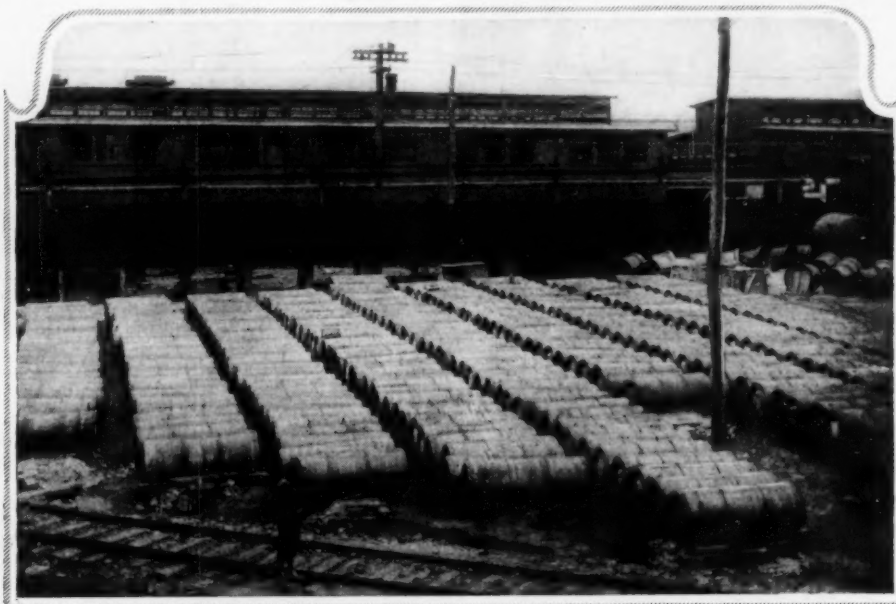
TWENTY-FIVE miles from Baltimore a 300-acre Maryland farm was converted in eleven months into a \$60,000,000 factory for toxic gases, chiefly phosgene, mustard oil, chlorine and phosphorous, none of which have any commercial value, and which are used solely and only to kill and horribly incapacitate. The Germans had forced the United States to this competition, but we met the challenge superbly. France and England, though they tried their best to manufacture toxic gases in quantity, were never able to make more than 29 tons a day between them, France 9 tons and England 20 tons. Germany, it is believed, was making probably 30 tons a day. But in this one Baltimore plant Uncle Sam, in October last, was turning out 200 tons a day!

This is one good reason why the Hun quit! It ought to have been reason enough in itself, but, certainly, with the others, it clinched the argument.

Civilian laborers could not be induced to work here, at any wages, after the plant began operations, for the casualties in the month of August were 3½ per cent. a day, or 100 per cent a month. It is doubtful if any American division in France had a higher rate of casualty. The men were chosen from the fourth and fifth deferred classes; they worked for \$30 a month—and glory—with their lives in their hands, and if any soldiers deserve service medals we humbly submit that they are entitled to them.

The huge tanks in which the toxic gases were shipped to France each contained a ton of deadly poison. Special planes had been constructed to carry them over fortresses of the Metz type, there to be released. Each container would account for about four acres and nothing within that space, not a rat or a louse, much less a human being, could have survived. These were not to have been used until the spring of 1919, when it was expected the advanced American lines would be near enough to the German fortresses to make certain and safe (to themselves) the airplane trips carrying these enormous toxic "pills." The gas chosen was phosgene, about twenty times as violent as prussic acid. The worst feature of it is that a whiff of it may not in-

When a Peaceful Maryland Farm Became the World's Largest Plant for the Manufacture of Poisonous Gases, Germany Decided That There Was One More Good Reason to Quit



Pills for the Hun each containing a ton of deadly poisonous gas.



The soldiers who filled these gas shells worked in constant danger for \$30 a month.

convenience the taker at first, but will flatten him out a few hours later and condemn him then to a slow death that may be months in arriving. No, we didn't design it. The Germans taught us how—but they never dreamed of making it in the quantity that we mastered before we got through. The American army gas experts believe that one of the reasons why the German drive toward Paris stopped in July was because they ran out of phosgene and mustard oil; they could not generate it fast enough. But we would have had enough in France in the spring of 1919 to carry us on to Berlin without a stop.

Soldier workmen who filled the 75mm shells with mustard oil changed their clothes twice a day and their gloves every hour, while every fifteen minutes they stepped aside and washed their hands. Even with these precautions thousands of them "whiffed" the gas accidentally and had to go to the hospital. Several lost their lives; others will be maimed for life. This oil is the most horrible product of the war. A man may not know he has touched it yet an hour later begin to burn and then come slowly down to an agonizing destruction of the part of his body which has been affected.

These shells are fitted with time fuses and are sent over the enemy lines to explode just like regular shells, but with far more fiendish and diabolical effect. This one plant was producing them, when the armistice was signed, at four times the rate of the combined product of all Europe, Allies and enemies put together. Before the armistice was signed not one word had been written or spoken of this achievement, another American triumph of organization, mechanical and chemical skill, but it was known all over Europe, in the proper military circles.

There can be no doubt that the German General Staff feared such a gas offensive as the Allies could have launched in a few months. They pictured the effects of tons of gas being dropped from airplanes over large areas, inflicting casualties by the thousand. This weapon of frightfulness was first used by Germany in the early days of the war and if she had realized its power and had had a sufficient quantity on hand, her soldiers might have pushed through to the channel ports and reached Paris.

No Peace for Struggling Russia

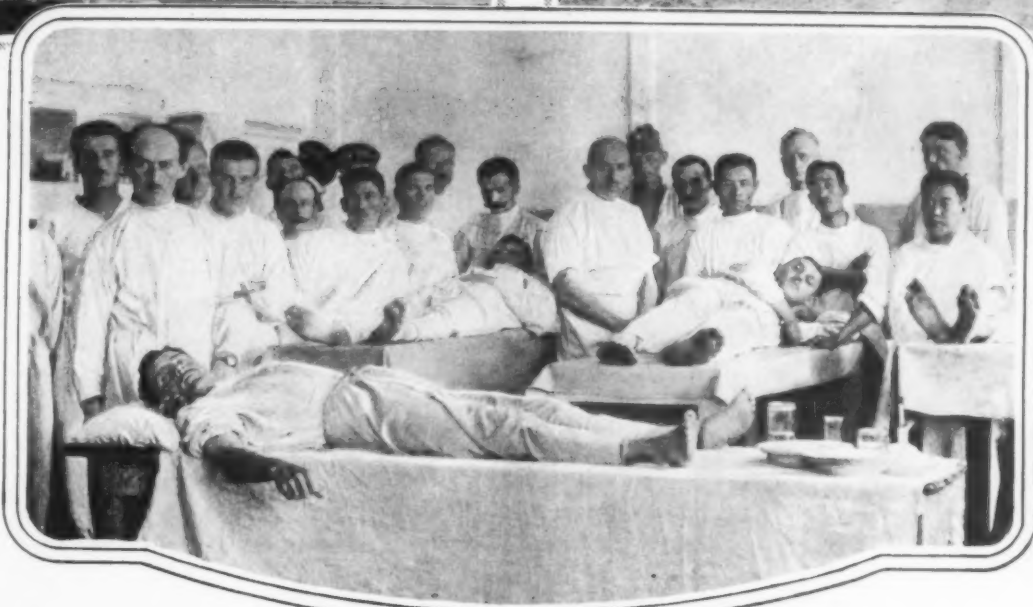
Photographs by DONALD C. THOMPSON, LESLIE'S Staff Photographer



This gun, used by the Czechs on an armored train, has a record as a dealer of death. The Czechs have been fighting bravely against great odds, and now that Germany has been humbled they are hoping for prompt military aid from the Allies.



Manchurian refugees on the Siberian border, victims of the internal struggle in Russia, where American troops are doing their bit to restore order. Twenty million people will have to be kept alive there this winter by food supplied by the Allied countries.



An American Red Cross operating room in Siberia. Even in the far-off outposts of desolate Russia the Red Cross organization can be found pushing forward its wonderful work of mercy.



Transporting American Red Cross supplies in Siberia. The work of extending help to the Russian people will tax the resources of the war organizations. The railroad centres are in the hands of the Bolsheviks, so that rail transportation is almost impossible throughout many sections.



A Y. M. C. A. car with the American forces in Siberia. The Yankees are lining up for hot coffee and cigarettes. The expedition of twenty American Y. M. C. A. secretaries with 355 tons of foodstuffs and canteen supplies which recently left England for Russia is sure of a warm welcome.



Un-retouched photograph of 36 x 6 Goodyear Pneumatic Cord Truck Tire on 1½-ton truck operated by the Boston Woven Hose & Rubber Co., Chicago

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GOODYEAR
AKRON

Where These Tires Save

BUSINESS concerns are determining that the choice between Goodyear Pneumatic Cord Truck Tires and solid tires is a matter of conditions and that, unless enormous dead-weight burdens are to be carried over smooth roads, it frequently happens that the pneumatic equipment proves the more economical.

In Chicago, the Boston Woven Hose & Rubber Company has conducted a test for more than a year and has found that a 1½-ton truck on Goodyear Pneumatics hauls at lower cost than a former 1-ton truck equipped with solid tires.

Their report makes clear that both trucks were used in the same kind of service and that this involved a 50- to 60-mile per day run from freight yards over both good and bad going to various destinations in and around the city.

It first emphasizes that, as shown by the company's fuel bills, the 1½-ton Goodyear pneumatic-shod truck used only 5 gallons of gasoline daily as against the solid-tired truck's consumption of 8½ gallons daily.

Then it points out that the truck on pneumatics, though ½ ton larger, used only 5 quarts

of oil weekly while the other required 7 quarts weekly.

And particular stress is laid on the fact that, because it was cushioned by the big Goodyear Pneumatics, the heavier truck required only \$20 worth of mechanical attention between October 1, 1917, and October 15, 1918, whereas the jarring on solid tires had punished the other truck considerably, causing frequent loss of time and money.

In addition the pneumatic equipment has wiped out the losses previously incurred when winter-time deliveries were delayed because the solid tires stalled in the snow or on icy pavements.

The truck equipped with the pneumatics, operated during the severe conditions of January and February, 1918, without being stopped on a single occasion by lack of traction.

Similar evidence of the money-saving advantages of Goodyear Pneumatic Cord Truck Tires appears consistently in their pioneering record and plainly recommends them to executives whose hauling conditions really demand this type of tire.

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Boston Woven Hose & Rubber Company, Chicago, Ill.*

THE GOODYEAR TIRE & RUBBER COMPANY, AKRON, OHIO

CORD TIRES

The Roll of Honor



Lieut. Richard W. Evans, Phila., Pa., recently killed at Scott Field in an airplane accident.



Lieut. Ralph A. Branch, of Kansas, killed bravely leading his men against the Prussian guards.



Lieut. Barney T. Justesen of Gridley, Cal., killed in aerial combat somewhere in France.



Major Harold D. MacLachlan, of New York, 13th Regt. Marines, killed in action in France.



Lieut. James B. Cleary, Richmond, Va., 110th Field Artillery, killed in action in France.



Lieut. J. McKenzie McIntosh, Columbia, S. C., U. S. Inf., recently killed in action in France.



Lieut. Eli Ferrell Dorsey, Wamego, Kana., 137th Inf., died from wounds received in action.



Major George W. Farwell, Hollywood, Cal., lately killed in action in the Argonne Forest drive.



Lieut. John L. Hubbard, Providence, R. I., Aviation Corps, killed in airplane fall in France.



Lieut. Morris Finkleberg, Spring Valley, Ill., 360th Inf., killed in action. Age 31 years.



Lieut. Guy E. Morse, Kansas City, Mo., 135th Aero Squadron, killed in St. Mihiel drive.



Lieut. Rudolph W. Dusseau, of Toledo, Ohio, Royal Flying Corps, killed in airplane in England.



Lieut. Jos. H. Redner, San Francisco, Cal., 119th Field Artillery, killed in Battle of Fismes.



Lieut. John P. Slade, Clay Center, Kan., died of pneumonia in France. He was 25 years old.



Lieut. Wm. C. Henley, Hollywood, Cal., killed in airplane accident at Claremont Farrand, France.



Lieut. Edward David Wells, Wichita, Kan., attached to Rainbow Division, killed in action.



Lieut. Marcus G. Milligan, Pensacola, Fla., killed in airplane accident at Barron Field, Tex.



Lieut. Claud M. McCall, Brewton, Ala., was killed by machine gun fire near Fismes, France.



Lieut. Chester H. Plimpton, Buffalo, N. Y., 21st Engineers, was killed in action in France.



Lieut. David E. Monroe, Marion, S. C., 16th Inf., died from wounds received in action.



Lieut. Charles S. Harrison, Columbus, Ga., 328th Inf., killed at Moselle River in St. Mihiel Salient.



Lieut. James A. Manahan, Gainesville, Tex., was killed in action serving in 90th Division.



Lieut. Bernard Van't Hof, Grand Rapids, Mich., died from wounds at Château-Thierry.



Lieut. Leon D. Van't Hof, Grand Rapids, Mich., military attache, died at Camp Devens, Mass.



Lieut. Benjamin Wohl, Chicago, Ill., who was recently killed in airplane accident in France.



Lieut. Bernard McNeel, Meade, Kan., killed in action southwest of Cisson. Age 26 years.



Lieut. Uriel G. Utley, Henderson, Ky., who was recently killed in action in France. Age 30 years.



Capt. Ralph Sanger, of New York, American Air Service, recently killed in action in France.



Lieut. LeRoy Gates Woodward, Watertown, Conn., killed in airplane accident overseas. Age 25.



Lieut. Leon N. Moshier, Mayville, North Dakota, died of wounds received in action in France.

Watching the Nation's Business

By THOMAS F. LOGAN

LESLIE'S WEEKLY Bureau, Washington, D. C.

Branding German Goods

Shall German merchandise be branded with a scarlet letter? Senator Lodge wants it so. He has introduced a bill to compel dealers in German goods to acknowledge the origin of their merchandise through conspicuous signs and advertisements. Similar legislation, the Senator has explained, already has been enacted in Canada. It is also noted that Switzerland is considering legislation to provide a stamp of its own which will prevent Germany from sending her goods through Switzerland with the stamp of Swiss manufacturers. The attitude of an important New York wholesale house in rejecting an importation of German-made toys is indicative of a widespread determination in this country and in the Entente nations not to use German goods. We must ponder this question with care. Some of our ablest economists point out that unless Germany is left free for industrial development she cannot pay the heavy indemnities to be fixed by the peace conference. Remember that President Wilson's declaration against economic barriers does not jibe with the Paris Economic Pact.

Feeding the Fighter

The Service of Supply of the American Army receives a lion's share of praise for our victory. Needs of men in the trenches and on the fighting line were well cared for. Hot meals were served to them to an extent unprecedented in any other war. Under barrage fire and gas attacks, however, hot food could not be carried forward. To meet this difficulty sealed containers were provided, each holding sufficient food for twenty-five men for a day. These containers were absolutely air-tight to prevent poisoning of food by gas. They contained a dry, hard corn bread, corned beef, corned-beef hash, roast beef, salmon, sardines, salt, sugar and coffee soluble in cold water, together with the necessary can openers. Each container weighed 107 pounds and was cleverly camouflaged for its trip to the firing-line. An emergency ration similar to the "iron ration" of the British Army was provided for the Americans. This was the ration they carried over the top and used only in dire extremity. It consists of ground meat and wheat pressed into a cake and a block of sweet chocolate. The cake can be eaten dry or stirred into cold water. One cake boiled four minutes in three pints of water makes a nourishing soup, in one pint of water an acceptable porridge. The S. O. S. relied upon its mighty accumulation of foods from America for everything except fresh vegetables. It was almost independent in this respect, however, for sixteen million pounds of dehydrated vegetables were contracted for in the United States.

Living Costs and Politics

The high cost of living is the most fatuous of political issues. They seek to fool the people who charge the high cost of living to any political party. Economic laws afford the real explanation of such conditions. Recent official announcements at Washington clearly demonstrate that these truths are not invalidated by war. Fuel Administrator Garfield announces increases of more than a dollar a ton in the price of coal mined after November 1. He explains that the new schedule covers only the actual additional cost of a recent adjustment of anthracite wages. The bakers' unions announce plans for raising the price of bread and cake so as to allow

wage increases for union bakers. The Department of Labor, after comprehensive examination, announces that since November, 1914, costs of two hundred and forty staple food articles have increased approximately forty per cent. The Department points out that expenditures for food are now equal to almost all other living expenses of workmen, and that practically all the wage increases during the war have been used up in meeting the higher cost of living. To summarize, wage increases mean price increases. The commonest necessities of life are regulated by wages. If these facts were better understood, the wage earners might be less severe complainants against the cost of living. Let us not criticize high wages,—the higher the better—provided we are all satisfied to pay high prices.

The Color Line Again

Sectionalism will be revived in the next Congress, if the *Sun* accurately reports an intention of the Republicans to press a bill apportioning the representation of each State on the basis of votes cast instead of population. Allegations of sectionalism were the unfortunate consequences of the manner in which Mr. Kitchin and his associates framed the war revenue legislation. If the proposed measure is put forward in the next Congress, we will witness a bitter defense by Southern representatives of the existing arrangement under which their States maintain a representation based on population allotments, including many non-voting negroes. The Congress representation of the South would be reduced at least by half. Statesmen believe that the last Force bill fight, during the Harrison administration, put an end to sectional controversy.

When the War Statutes Terminate

President Wilson firmly believes that adjustment of peace can be accomplished with less trial and cost than the adjustment of war. He also believes that the same governmental instrumentalities which adapted the nation to war efficiency can be utilized to turn its energies back to peace pursuits. The new tasks will be akin to the old ones; the experience of the war administrators will be of great value in reconstruction. Digest of the war statutes shows the limit to their operation in peace:

1. The Selective Draft Act, four months after the President proclaims peace.
2. The authority granted the President by the Shipping Act, six months after peace.
3. The Emergency Fleet Corporation, five years after the conclusion of peace.
4. The extraordinary authorities connected with the production of aircraft are vested in the President for the period of the war.
5. The law for stimulating agriculture and facilitating the distribution of agricultural products ceases with peace.
6. Food control Act ceases with peace.
7. Authority conveyed in Trading with Enemy Act ceases with peace, although the Alien Property Custodian is allowed certain authority in handling the property seized. This covers censorship and the War Trade Board.
8. Government operation of railroads limited to twenty-one months after peace. Congress specifically disclaims any intention to commit the Government to a policy of Federal control of railroads.
9. War Finance Corporation six months after peace.
10. Capital Issues Committee six months after peace.
11. Housing activities of the Government to be wound up as expeditiously as possible in discretion of the President.
12. Overman Act permitting the President to solidify and change the Government departments and redistribute their functions, six months after peace.
13. The war emergency service statutes apply only for the war emergency.
14. Government operation of telephone, telegraph and cables ceases with peace.

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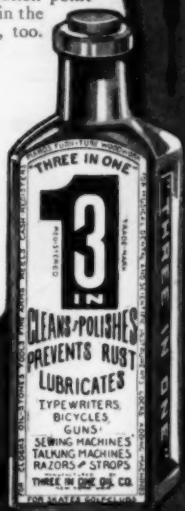
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President's Address Mystifies

By CHARLTON BATES STRAYER

AMERICA expected to get from the President, in his annual message to Congress on the eve of his departure for the peace conference, a fuller explanation than had yet been given of his peace principles. Great Britain, too, looked for more light on the fourteen points, particularly the league of nations and freedom of the seas. America was disappointed and Britain was mystified. The London *Morning Post* points out the importance of the "exact relation of the fourteen points to the peace settlement being understood"; the *Daily Chronicle* insists that the President's interpretation of these principles must be obtained before any progress can be made; and the *Times* says America should come to the conference "in a spirit of give and take."

Leaders in the Senate are deeply resentful that the President left them in the dark concerning the positions he expects to take at the peace conference. Although the Senate is made co-ordinate with the Chief Executive in treaty-making power, the President placed no Senator on the peace commission, took no member of the Senate into his confidence, and in his message to Congress threw no additional light upon the fourteen points which have now become the acknowledged basis of the peace discussion. To say that the fourteen points have only recently become the subject of dispute and that objection to them is inspired by partisan objects is beside the mark. When the President announced the fourteen points on January 8, 1918, peace was not in sight, nor were they then accepted as the basis of peace, but only as a contribution to the discussion. A few weeks later President Wilson made another speech laying down four general principles of peace and stating in that connection that the fourteen points had never been intended by him as a hard-and-fast outline of peace principles. It was not until Austria-Hungary and Germany had each declared their acceptance of the fourteen points as the basis of peace that they became the center of international interest, and then it was that criticism began to be heard concerning their vagueness and uncertainty. The President himself had to tell Austria-Hungary that the paragraph relating to the Czechoslovaks and the Jugo-Slavs was out of date, and the Allied conference on armistice terms reserved the right of interpretation of the phrase "freedom of the seas." In the light of this history of the fourteen points, and the constitutional duty of the Senate to approve or veto treaties, it is natural that the Senate should seek to know the President's mind upon the principles which will be the first topic of discussion at the peace conference.

Two resolutions have been introduced in the Senate to clarify the situation. That by Senator Frelinghuysen (New Jersey) requests the President to make known his own interpretation of his peace principles, and that no attempt be made to impose such interpretation upon the peace conference until the American public has become acquainted with them, to the end that the nation be not committed to policies "in contravention of the traditions of the United States." The purpose of this is to give to the President in his work at the peace conference the intelligent backing of American public opinion. This cannot be said to be now the case, since the public is in the dark as to what the President expects to do. Senator Borah's resolution is based upon the familiar principle announced by the President in his speech of last January, and since reiterated, that peace should be secured through "open covenants of peace openly arrived at." The resolution provides that when a treaty is transmitted to the Senate for its consideration it shall immediately be made public and that all discussion thereof shall be in open session of the Senate. There is in

neither of these resolutions any trace of loyalty to the President as the nation's leader, but only the unquestioned right of the people to know just how and where they are being led. The President will have greater assurance of his own strength, and that strength will be the more readily recognized by the representatives of other countries, if he has the united support of American public opinion at the peace conference.

How Much Must Germany Pay?

One of the most stirring questions among our allies, as the peace conference approaches, is the size of the indemnity that Germany and Austria will be compelled to pay. The United States expressly disavowed anything of the sort at the time she became a belligerent, so that our interest now is simply to see that those who have suffered the ravages of war, as we have not, shall be compensated as far as money damages are able to compensate. Isaac F. Marcossin, author and war correspondent, returning from his fifth war-time trip to Europe, says that there is fear among the Allies that President Wilson with his well-known altruistic ideals may be too lenient upon an unrepentant Germany. There is the conviction, says Mr. Marcossin, that Germany is now camouflaging her economic condition just as she camouflaged her military strength preceding the war, and that the only course of safety is to render her harmless economically as well as militarily. It is absurd to speak of destroying or shackling Germany industrially, and at the same time arrange to collect from her huge indemnities. It is safe to say the peace conference will recognize this. But Germany was unfair in her commercial methods before the war, and the evidence shows her plans to be to recoup her losses in the economic realm by using the same ruthless methods she has used in war. The Allied nations will not permit this, and they will insist on Germany, and what was once Austria-Hungary, paying for the damages of the war to their full capacity. The British and French Governments have appointed committees of experts to determine this capacity. The London *Daily Mail* says that the estimated Allied expenditures of 125 billions of dollars are less than one-seventh of the main German assets in sight. As Lord Robert Cecil says, "The only thing explicitly ruled out is the imposition of any punitive fine." Restoration in Italy, Serbia, Rumania, Belgium and France will be demanded in full. The indemnities will have to be spread over a term of years so that the immediate demands will not cripple Germany's ability to pay in the future. More than a year ago the London *Spectator* suggested that heavy damages be assessed upon Germany because of her guilt in starting the war and her illegal methods in conducting it, and that the time when these payments should terminate should be determined in part by the extent to which Germany learned the lessons of defeat and her approved readiness to live with other nations on fair terms. This application of the principle of the indeterminate sentence to an outlaw nation is worthy of consideration.

The Hope of the Nation

IF our republic is to endure true Americanism must be instilled into the growing generation. For such purpose there should be put into every young person's hands Kate Upson Clarke's "Teaching the Child Patriotism." This is a thoughtful popular little book, which expounds the real meaning of democracy, and which will inspire its readers to cherish the ideals and practices of worthy American citizenship. The Page Company, Boston. Price \$1.



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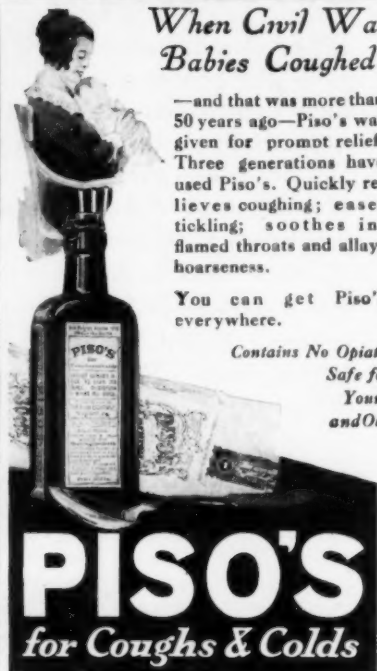
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LESLIE'S

NEW YORK CITY

Readers' Guide and Study Outline.

Edited by DANIEL C. KNOWLTON, Ph.D.

Weekly Suggestion. The part taken by the whole world in the present war and the variety of demands it has made and is still making upon it is illustrated by the pictures on pages 780, 781, 786 and 787. The interest now centers in what is to come out of all this readjustment which had to be made in order to meet the war crisis. These pictures and articles should be handled with this thought in view. The cover calls attention to the sacrifice involved. In what sort of a world are the boys to be welcomed? The sailing of the Presidential party and the resignation of Mr. McAdoo after his years of service emphasize this same thought of reconstruction and the "peace crisis" now before the world.

Dusky Fighters in Freedom's War, p. 780. How many countries are represented here? To what races do these peoples belong? Indicate on an outline map the parts of the world from which they come. To what nation or nations do these lands belong? In what ways have they aided in freedom's fight? How large a portion of the world's population do they represent? What proportion do they represent of the total population of the colonial empires of which they are a part? Name all the non-European peoples who helped to win the war. How great were their sacrifices? How much self-government do they enjoy? Note the extent of each colonial empire on an outline map and indicate by a series of colors the extent to which they share in their own government. Compare the Allies with each other in this respect. Compare them with the Central Powers in this particular. What interest did each of the peoples represented here have in the recent struggle? To what extent have they been affected by it? Will they be affected by the peace proposals of President Wilson?

The Dogs of War Must Be Muzzled Again, p. 781. What useful services have these dogs performed in connection with the war? Why should they have been "drafted"? To what extent are dogs useful in peace times? Are there any parts of the world where they are of special use? Compare and contrast the various demands upon the people in Europe in connection with the war with those upon your family in this country. How do these pictures illustrate the difference in the situation here and there?

When Austria Begged for Mercy in the Last Grim Closing Days, pp. 784-785. Point out the special service rendered by each picture in making clear the final struggle as described by Mr. Hare. Which is the most interesting and why? Arrange the pictures in one, two, three order and write an account of the crossing of the river, imagining yourself one of the party of Americans who attempted to make the trip. What were the principal difficulties encountered? How important was it that this crossing should be effected? How much of Italy was recovered by this series of operations? How great an achievement was it?

No Peace for Struggling Russia, p. 787. What are some of the difficulties being met by those who are trying to secure peace here? How important is the Red Cross in this connection? the Y. M. C. A.? What sort of work is each doing? What means of transportation are available besides the railroad? How satisfactory are they? What is the transportation situation in Siberia and how

important is it? Compare the railroad mileage per square mile with that of European Russia. With an equal amount of territory in the United States. How about the distribution of population in Siberia? Where will the greatest need be? Indicate this area on a map by shading. Note the number of cities, location, size and importance.

The World's Biggest Supply Fleet, p. 778. How does this ship compare in size with other great ocean steamships? Compare the tonnage of one of these large vessels with that of railway cars. Note the number of box cars represented by a single vessel. How many trainloads would it take to supply one of these? What is the passenger capacity of these great liners? Compare this in the same way with the carrying capacity of passenger coaches. Why can this be called the world's biggest supply fleet? How readily is the problem of returning the soldiers being solved by the fleet? What are some of the present demands upon this fleet? Argue that the present shipbuilding program should or should not be slackened with the return of peace. Note the effect of other wars in our history upon our shipping and compare them in this particular with the effects of the present struggle.

Beating the Hun at His Own Game, p. 786. How important a part did gas play in the war? How was gas used before the war? To what extent were these gases known and used in this country? In Europe? What problems had to be solved in order that we might "beat the Hun at his own game"? How successfully did we meet this need? How do you account for the fact that the Allies so readily met this and similar situations? To what extent was it dependent upon our more democratic forms of government? Can you mention any other similar situation? Can you mention anything your town or community did when the need arose that illustrates this same spirit? How valuable will this work be now that the war is over?

A Few Papers of Historic Interest, p. 782. To what particular conditions or situations do these documents call attention? Which is the most interesting and why? Which in your judgment will prove to be the most valuable with the passing of time? What other documents will prove important in writing a history of the war? How does this war compare with other wars in the number of documents issued in connection with it? How do you account for the difference? What makes a document valuable? What do you consider the most valuable documents connected with the present war? the most worthless (so-called) documents? An interesting study in this connection would be a "source" study of some episode or phase of the war. For example, if you were to write the history of your community's part in the war what material would you collect? Upon what would you place the greatest reliance and why?

McAdoo—A "Yes" or "No" Man, p. 783. To what extent does Mr. McAdoo's picture indicate the sort of man he is? How old is he? What training had he for the positions he has been holding? What were the "seven different costumes" in which the cartoonist pictured him? Point out the importance of the work involved in each. What do you regard as Mr. McAdoo's most valuable service to the country? Why?



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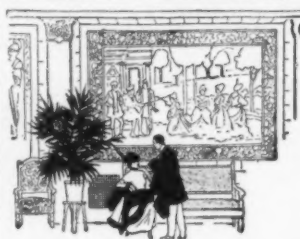
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Fighting Heroes of Track and Field

Many an Old Headline Favorite of the Sporting Page Has Answered the Final Call and Won This Last Great Victory

By EDWIN A. GOEWEY

fortune. Johnny, a fighter by instinct, a former U. S. Marine and a veteran of the Filipino insurrection and more than one South American war, was too restless and

and his American companions. The commander of the U. S. gunboat *Princeton* sent word for Poe and the others to come aboard and make their escape. When Johnny came over the side he shook hands with the captain of the craft and then said: "I have some pieces of luggage I would like to take along. Could you send to the hotel for them?"

"How many pieces?" asked the commander. "Fifty-three," was the answer.

"What!" gasped the captain.

"Yes," laughed Poe. "One pack of playing cards and an extra collar."

Lieutenant John W. Overton, once the famous Johnny Overton, of Yale, distance runner and record holder, was

killed in action with the U. S. Marines near Château-Thierry on July 10 last. When he died the clean-cut son of Tennessee won his greatest victory, for he fell while making his last race in pursuit of the enemy. His death removed from intercollegiate athletics one of the brightest stars developed in many years and one of the best amateur runners this country ever has known. In recognition of his wonderful athletic prowess he was made captain of the Yale track team.

Captain Crawford Blagden, mentioned many times in cable despatches for distinguished service, was regarded as one of Harvard's best football players. He was graduated from the Cambridge university in 1902, having played as tackle on the 'varsity for three years.

"Crawford Blagden is not afraid of man or devil," declared one of his intimates, "and he played the game of war just as he did football." It was Captain Blagden who received credit for pushing ahead and sending back the first positive information that the Germans had evacuated the Vesle positions and were bound for the Aisne. After having easily taken Château du Diable and leading his company well and gallantly, he was placed in command of a battalion.

Lieutenant Alexander D. Wilson, former Yale football captain was reported killed in action upon the Flanders front just before the Germans quit. He was brought up literally upon the gridiron with his older brother, Tom, the famous guard and captain of the Princeton eleven in 1912, and his younger brother, Marion, who went into the service after two promising years as end with the Tiger team. "Killed in action," was the report cabled concerning Lieutenant Wilson.

Another American athlete to distinguish himself in the fighting in the Aisne sector was Jack Deupers, of Ypsilanti, Mich., famous as a middleweight wrestler before he became one of Uncle Sam's fighters. At the entrance to a small cave near Juvigny a German officer appeared and fired a gun at an American lieutenant who was upon the point of entering. The

THE echoes of the final barrage have died away over the fields of France, the fangs of the Prussian beast have been drawn and the sun of a great and glorious peace is beginning to shine over this old, war-torn world, except in those places in which the hosts of anarchy are making a last stand to prolong the period of unrest, disorder and bloodshed.

Today, here and abroad, the peoples are taking stock of the damage wrought because of the inhuman lust of the Hun for power, and determining what must be done, to most quickly bring about the completion of the work of reconstruction. But the task, though gigantic and one compelling the closest attention, has not driven from our minds thoughts of gratitude toward the men who gave their all to save humanity and perpetuate democracy. We are thinking constantly of those heroes, known and unknown, who did their bits, so unselfishly and to the full, and we accord them the high praise which is their due. Our only regret is that so many will not return to enjoy the triumph which their acts made possible.

All kinds, classes and conditions of men throughout the Allied countries responded nobly to the call to arms, but among the first to volunteer and most willing to serve must be classed the athletes of the world, college men and professionals.

These men who, in the more happy years, had demonstrated their physical supremacy on field, track and path, were among the first and most eager to volunteer when the call to arms came, and from the day that they donned their uniforms and marched away to give battle to the Teutonic legions, they displayed the same grit and determination to succeed which previously had won them honored places in the world of athletics. Genuine, red-blooded men and true fighters, they were in the thick of things from the outset, and in consequence the hero dead among them now run into the thousands. In fact, the scrolls bearing the names of the honored ones of Great Britain, France, Belgium and Italy show that a great majority of the chief athletes of these nations either have made the great sacrifice while fighting in humanity's cause or have been crippled for life.

America, too, has a considerable list of men of superior muscle and skill who died doing their bit in the greatest game in the world's history; some of them falling while fighting with the Allied forces before the United States entered the lists against the brutal Prussians.

One of the most picturesque figures in the American athletic world who gave his all in the struggle for universal democracy was John Prentiss Poe, Jr. (Johnny Poe), the famous football star and soldier of

anxious to enter the fray to wait for his country to declare war. With several kindred spirits he made his way to England soon after the Hun started upon his venture of destruction, and enlisted in the famous Black Watch. He was killed in action in France in September, 1916.

Although Poe always managed to be where the fighting was most strenuous, his complaint always was that he couldn't get



EDDIE RICKENBACKER

sufficient action. Upon one occasion, when wars and insurrections were, for the moment, scarce, he said to a companion: "I believe that if ever I go below I'll find the fires banked." It was men of his calibre who enabled the British to deliver a few smashing blows against the Huns in the early stages of the war. Poe, like most adventure lovers, had a keen sense of humor. Once, when fighting as a captain in the army of Honduras against Nicaragua, things went most distinctly against him



EDDIE GRANT



JOHN P. POE, JR.



JOHN W. OVERTON



GEORGES CARPENTIER



TED MEREDITH



WESLEY OLER, JR.



HANK GOWDY

shot went wild, but only because of Deupers's skill. As the officer raised the weapon Jack jumped down from a rock above the entrance and, seizing the boche in his arms, used a professional wrestler's grip until he had broken the man's back.

To Hank Gowdy, star of the Boston Braves in the days when they were at their best, goes the honor of being the first professional ball player to offer his services to his country. He was with the American forces which raided the German tunnels at Luneville, and later was in other important engagements. Services above the ordinary have brought Hank the rank of sergeant.

Captain Eddie Grant, a graduate of Harvard, once captain of the Crimson baseball team, and well known in the baseball world as an infielder with the Philadelphia and New York National League teams, was killed leading his men against the Prussians. In speaking of the men familiar to fandom one must not overlook Tillinghast L. Huston, one of the owners of the Yankees, who at the time this country entered the struggle, enlisted with the engineers. He left these shores as just plain "Cap" Huston, but will return as Lieutenant-Colonel Huston, the promotion coming as a reward for distinguished services.

Lieutenant Samuel J. Reid, Jr., once a Princeton idol, whose name stands with that of Poe, Lamar, Alec Moffat, John DeWitt and Sam White, was killed while attempting to rescue one of his men who had been wounded. He was president of the class of 1906 and secretary of the Princeton Club, of New York. Lieutenant G. F. Touchard, the famous tennis player, an instructor in the Royal Air Forces, recently died in service, and Captain Belvedere Brooks, who was captain of the Williams team in 1910, was killed in action at Fismes in August. Captain Brooks was one of the three sons of the late Belvedere Brooks, general manager of the Western Union Telegraph Company. All three entered the United States service soon after war was declared. The surviving brothers are Captain Joseph W. and Lieutenant G. Bruce Brooks. Both of these were famous on the gridiron.

Eddie Rickenbacker, the automobile racer, was, probably, the greatest of the

American aces, and not only has he been cited many times for bravery, but he has received the D. S. C. and several other decorations most coveted in the world's greatest of wars.

Lieutenant James Saunders O'Neale famous as a baseball player at Columbia University, died of wounds received in action and Miles A. Suarez, who won many championships in swimming, basketball and field sports, recently was reported killed while trying to rescue several wounded companions. Lieutenant Jefferson A. Healy, Columbia football star, also made the great sacrifice.

Lieutenant Sturgis Pishon, Dartmouth's famous quarterback, was killed in an airplane accident in France only a couple of weeks before the end of the war.

Georges Carpentier, heavyweight champion of France and Europe, stands in the forefront of those of the boxing fraternity among the Allied fighters. He was among the first to answer the call to the colors and deserves great commendation for his act, for at the time he was at his physical best and far on the road to great wealth and fistic honors. He was in the flying service of France from the outset of hostilities, was severely wounded several times and the strain has told upon his health and strength.

Charles Ledoux, bantam champion of France and Europe, among the first to go to the trenches in 1914, is believed to have been killed, but the report never has been confirmed. Mike O'Dowd, world's middleweight champion, represents the American title holders in the real fighting "over there."

Other sport stars who entered the service were: Lieutenant Wesley Oler, of Yale, intercollegiate high-jump champion; Major Isaac Lovell, former Irish-American A. C. hurdler; Lieutenant Vere Windnagle, of Cornell, intercollegiate mile champion, and Lieutenant Harold Dibble, famous as a track man. Among the star athletes from America in the service who competed in the Labor Day meet in Paris were: Ted Meredith, famous record holder of the University of Pennsylvania; Jack Eller, the New York A. C. hurdler; George Kline, of Minnesota; Tommy Lennon, of "Penn" and Fred Murray, intercollegiate champion hurdler.

The Melting-Pot

The Law School at Yale University has been opened to women.

Marshal Foch, who is sixty-seven years old, rises at 6:30 a. m., lunches at 12, and retires at 10:30 p. m.

The United States is the only big country that does not collect taxes on sugar, tea, coffee, or bank checks.

Mayor Hylan of New York has ordered the police to prevent display of the red flag in the city streets. Good for Hylan!

The railroads will retain permanently 100,000 of the women who were added to their pay-rolls on account of the war.

Since September, 1914, retail food prices have advanced 67 per cent. and work-people's average weekly earnings 80 per cent.

Milliners say that never before was so much money spent for hats. The demand for evening frocks has overwhelmed the dealers.

The war lasted 1,567 days. The Central Powers had the upper hand for 1,452 days. Foch's offensive defeated the enemy in 115 days.

Aliens are asking what became of the German harvest of 1918, which Germans boasted was fifteen per cent. greater than that of 1917.

A resolution on its way to adoption by Congress authorizes the giving of bronze medals to all soldiers and sailors who served in the great war.

A man was sentenced at Newark, N. J., for life for murder, and to an additional term of fifteen years for robbery. This is punishment after death.

Women conductors on street railways in Germany will refuse to resign when the men return from the front unless the state guarantees them husbands.

The police women seized a number of young girls at a railway station in Newark, N. J., recently, and forced them to wash rouge and powder from their faces.

The wide extent of illiteracy in this country is shown by the fact that nearly eight per cent. of the men called to the colors were unable to read or write.

A new labor organization with political purposes has been planned in Chicago, in opposition to the American Federation of Labor, of which Gompers is president.

Enormous stores of foodstuffs valued at hundreds of thousands of American dollars were found by the revolutionists in the castle of the German Emperor in Berlin.

Joint Thanksgiving services were held by a Jewish and a Christian congregation on November 28 last at New York. This was perhaps the first service of the kind.

Governor Graham of Vermont has been held in \$5,000 under an indictment alleging larceny and embezzlement from the State while he was auditor from 1902 to 1917.

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(2057)

Quaker Oats Bread

1½ cups Quaker Oats (uncooked)
2 teaspoons salt
2 cups boiling water
½ cup lukewarm water
½ cup sugar
1 cake yeast
5 cups flour

Mix together Quaker Oats, salt and sugar. Pour over two cups of boiling water. Let stand until lukewarm. Then add yeast which has been dissolved in ¼ cup lukewarm water, then add 5 cups of flour.

Knead thoroughly, form into two loaves and put in pans. Let rise again and bake about 30 minutes. If dry yeast is used, a sponge should be made at night with the liquid, the yeast, and a part of the white flour. This recipe makes two loaves.

Quaker Oats Pancakes

2 cups Quaker Oats (uncooked), 1½ cup flour, 1 teaspoon salt, 1 teaspoon soda dissolved in 2 tablespoons hot water, 1 teaspoon baking powder (mix in the flour), 2½ cups sour milk or buttermilk, 2 eggs beaten lightly, 1 tablespoon sugar, 1 or 2 tablespoons melted butter (according to the richness of the milk). Process: Soak Quaker Oats over night in milk. In the morning mix and sift flour, soda, sugar and salt—add this to Quaker Oats mixture—add melted butter; add eggs beaten lightly—beat thoroughly and cook as griddle cakes.

Quaker Oats Muffins

¾ cup Quaker Oats (uncooked), 1½ cups flour, 1 cup scalded milk, 1 egg, 4 level teaspoons baking powder, 2 tablespoons melted butter, ½ teaspoon salt, 2 tablespoons sugar. Turn scalded milk on Quaker Oats, let stand five minutes; add sugar, salt and melted butter; sift in flour and baking powder, mix thoroughly and add egg well beaten. Bake in buttered gem pans.

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Cyrus LeRoy Baldridge, who has executed some wonderful work with the palet and brush, is contributing many very interesting sketches made while with the American Expeditionary Force.

Then there are the regular contributors to **LESLIE'S WEEKLY**, among the most brilliant specialists in American Journalism:—

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CAPTAIN ARTHUR HUNT CHUTE, of the First Canadian Contingent, who was wounded on the Somme, writes on the war with the vigor and realism of a man who has lived through the terror of the trenches.

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One Problem of Reconstruction

EVERY great nation involved in the recent terrible world-war is now confronted with the problem of reconstructing its industries to meet conditions that have been so radically changed within the past four years. The emergency is so great that a call was issued by the United States Chamber of Commerce for the representative business men of the country to meet in Atlantic City in a Reconstruction Congress. A larger gathering of representative captains of industry has never been assembled in this or any other country than that recently held at Atlantic City.

The most serious of the questions under discussion was the future of labor in the United States, and on this subject Mr. John D. Rockefeller, Jr., spoke, with such clearness of vision and such a close analysis of conditions, that he was heard with rapt attention. He began by pointing out the lesson of the great struggle which was the value of cooperation. He said the kinship of humanity was now understood as never before. "Common danger, common toil and common suffering have developed the spirit of brotherhood as nothing else could do." He added that the hope of the future lies in the perpetuation of this spirit and its application to the grave problems which confront us nationally as well as internationally. He said every thinking man must agree that the purpose of industry is to advance social well-being rather than to afford a means for the accumulation of wealth. He named four parties to industry—Capital, Management, Labor and the Community. He suggested this industrial creed, which we recommend to the consideration of every employer and employee:

1. I believe that Labor and Capital are partners, not enemies; that their interests are common interests, not opposed, and that neither can attain the fullest measure of prosperity at the expense of the other, but only in association with the other.
2. I believe that the community is an essential party to industry and that it should have adequate representation with the other parties.
3. I believe that the purpose of industry is quite as much to advance social well-being as material well-being and that in the pursuit of that purpose the interests of the community should be carefully considered, the well-being of the employees as respects living and working conditions should

be fully guarded, management should be adequately recognized and capital should be justly compensated, and that failure in any of these particulars means loss to all four.

4. I believe that every man is entitled to an opportunity to earn a living, to fair wages, to reasonable hours of work and proper working conditions; to a decent home, to the opportunity to play, to learn, to worship and to love, as well as to toil, and that the responsibility rests as heavily upon industry as upon government or society, to see that these conditions and opportunities prevail.

5. I believe that industry, efficiency and initiative, wherever found, should be encouraged and adequately rewarded, and that indolence, indifference and restriction of production should be discontinued.

6. I believe that the provision of adequate means of uncovering grievances and promptly adjusting them is of fundamental importance to the successful conduct of industry.

7. I believe that the most potent measure in bringing about industrial harmony and prosperity is adequate representation of the parties in interest; that existing forms of representation should be carefully studied and availed of in so far as they may be found to have merit and are adaptable to the peculiar conditions in the various industries.

8. I believe that the most effective structure of representation is that which is built from the bottom up, which includes all employees, and, starting with the election of representatives in each industrial plant, the formation of joint works committees, of joint district councils, and annual joint conferences of all the parties in interest in a single industrial corporation, can be extended to include all plants in the same industry, all industries in a community, in a nation, and in the various nations.

9. I believe that the application of right principles never fails to effect right relations; that the letter killeth and the spirit maketh alive; that forms are wholly secondary while attitude and spirit are all-important, and that only as the parties in industry are animated by the spirit of fair play, justice to all and brotherhood will any plans which they may mutually work out succeed.

10. I believe that that man renders the greatest social service who so cooperates in the organization of industry as to afford to the largest number of men the greatest opportunity for self-development and the enjoyment by every man of those benefits which his own work adds to the wealth of civilization.

"Future generations," Mr. Rockefeller added, "will rise up and call those men blessed who have the courage of their convictions, a proper appreciation of the value of human life, as contrasted with material gain, and who, imbued with the spirit of brotherhood, will lay hold of the great opportunity for leadership which is open to them today."

Pacifying Our Army Trucks

IT may be some months before we can learn the exact number of motor trucks supplied to our army, or how many of these will be fit for active service after the trying ordeals through which they have passed. In the meantime, the Government is protecting the truck manufacturers by taking into consideration, when canceling orders, the amount of material on hand in each factory suitable only for army truck construction.

General Goethals and Brigadier-General Drake of the Motor Transport Corps have indicated to Alfred Reeves, General Manager of the National Automobile Chamber of Commerce, that the majority of army trucks now in France or Germany will be used "over there" during the reconstruction period, and will in all probability be sold to the foreign governments.

It seems also that whatever surplus there may be on this side will be well taken care of. The post-office plans call for some 18,000 additional trucks, and as the law provides that these must be requisitioned from the War Department, those prospective owners who are looking for Government bargains are doomed to disappointment. However, should the Government find it advisable to dispose of a few hundred, such trucks will be so thinly distributed throughout the country that they will undoubtedly bring premiums in advance of their cost price in order to supply the overwhelming demand.

The Christmas Drums

*The Christmas drums are beating,
Triumphantly repeating
The tale of mighty armies
In shock of battle meeting,
The story and the glory
Of fields still wet and gory,
Of captured farm and village,
And clateau quaint and hoary,
Of banners smoked and tattered,
Of guns and trenches battered,
Of brave battalions charging
Though maimed and blood-bespattered,
Of how the Hun went under
By Freedom split asunder;
A saga full of wonder,
O! don't you hear them thunder,
The Christmas drums in France.*

*At Waterloo they rumbled,
At Gettysburg they grumbled,
The ancient power of Prussia
Before their wrath has crumbled,
But never have they sounded
So jubilant, or pounded
So proudly as with vivas
And tears and cheers surrounded,
And bells above them ringing,
And troops behind them swinging,
They roll and thump and rattle
In splendid chorus bringing
The glorious revelation
Unto a tortured nation
Of tyranny's cessation,
The music of salvation,
The Christmas drums in France.*

—MINNA IRVING.

When Austria Begged for Mercy in the Last Grim Closing Days

Continued from page 785

streams into which the Piave is divided, and reached Cimadolmo that had been taken over night.

The place was very much knocked about by the Allies' bombardment. I made a few pictures there, among others of a figure of the Madonna, in a ruined church. The soldiers had lit some candles in front of it and an old man of eighty-five years was welcoming the Italians. He was having a high old time, dancing around and croaking the words of an old Italian song, and he would have been very amusing if I had not felt that he was in danger of falling to pieces during his antics. The people were crazy with joy at their delivery, and full of indignation at the treatment they had received for the last year at the hands of the enemy. The entire population had the same story to tell—hunger. Many times they had complained to the Austrians, but each complaint brought the same unfeeling answer, "You are not hungry, or you would eat your babies."

When the Austrians left they took all they could possibly carry off with them. But at that, the people admitted the Austrians were not as bad as the Germans who had been withdrawn from that section some few months. One most interesting and characteristic story of the invaders who can never lay great claim to modesty was told about the Austrians and the June attempt by them to cross the Piave.

"We shall be in Treviso by Sunday," they told the people as they started west. When they were so vigorously repulsed and forced back the Italian townspeople reminded them of their boast, to which they replied, "We did not say which Sunday."

From Cimadolmo we pushed on to the small town of Rai. In some places in the road great holes had been dug, and covered over with twigs and leaves, to trap the oncoming army, but the clumsy work was easily avoided. Now I smile to think how the Germans and Austrians have sweated for the last four years digging bear-traps of one form and another to catch various breeds of bears from the tiny motorcycle bear cub to the great big, gruff tank bear.

As we neared Rai a squadrilla of our airplanes flew overhead and engaged in a running fight with a number of Austrian planes. To my mind there is no other spectacle in war so interesting to the on-lookers and thrilling to the participants as an air battle. The planes gradually worked away toward the east with the exception of one machine which detached itself from the others and began arching around and around gradually getting lower and lower in its great sweeping curves. Apparently the pilot was in difficulty, but it was not until he was near the ground that we realized his engine had stopped, so completely did the noise of battle destroy our judgment of sounds. In another moment the helpless machine dropped out of sight behind some trees near us.

I was resting for a few minutes at the time, as my feet had begun to blister, through the heavy going over the shell holes and rough roads, and the socks that Sister Susie sewed for me had one or two small kinks or knots in them that caused friction. When I heard the Italians say "Terra," I knew the aviator had landed. Two of our cinema men rushed over to the plane, but I was more interested in my feet. Soon one of the men came back, as I thought, for his camera, so I also went along and found that the machine was a British plane with two men, the pilot, a major, and the gunner, Lieutenant H. H. Douse of the R. A. F. In landing the

machine had run foul of a shell hole and crashed into a tree and was badly smashed up. My friends had carried the lieutenant out to the roadside as the machine smoked fiercely, and looked as if it would catch fire any moment. Douse had been shot through the leg, but fortunately through the fleshy part. The bullet had gone through a thick notebook he carried in his heavy aviator's uniform and passed through the flesh cleanly. The major was uninjured. It surely was a narrow escape for both of the brave fellows. We gave them cigarettes and asked if they had first aid.

"No, I've nothing," replied Douse; "we are such optimistic devils! I've been shot down once before. We were strafing them along the roads and then a shot went through our engine."

We bandaged up the leg and rounded up four prisoners to carry the wounded officer to the base hospital.

Ria didn't hold much but prisoners, so we pushed on almost to the Monticano River and spent the night in a hut. Early the next morning we fell in with British troops returning from our right, where severe fighting was under way.

"There are a lot of your fellows up ahead," one man told me, and I thought I surely was in luck, though I couldn't figure how our men had passed me. Still I was optimistic until I spoke to Major Rava.

"But how can they be there? Didn't we pass them yesterday morning?"

"Sure we passed some," I replied. "But the rest must be here, or why should the British Tommy say so?"

Then he took all the joy out of life by saying:

"You are wearing an Italian helmet, and the Tommy took you for an Italian!"

Which was the solution of it, as there were none of the Americans in that sector. Just one more disappointment!

You have to get some fun out of all this tragedy or you would go crazy. I laughed when the British Tommies taking me for an Italian, as I was wearing an Italian helmet, and traveling with the Italian cinema section, would make motions to me to take their picture. I would pretend not to understand them; then they would say, "Maka de picta!" and I would shoot off a word or two in Italian. But they were insistent in their demands, so I would get off a few more Italian phrases; then when they pleaded to "Maka de picta" I would say: "Why the hell don't you speak English!" and effect my escape, while their amused comrades gave them the Ha Ha.

And so we finally reached the very front lines at the little river Monticano, with its very awkward steep banks. Then the cavalry came along and crossed, and we went along with them. The firing had nearly ceased at that part of the line just then, and we really went ahead of the front line with the mounted troops.

We got several tips that an armistice was in the air and an opportunity might come for us to go to Trento, so we backtracked forty kilometers across the Piave with the finest bunch of blisters on our feet that ever a doughboy worked up. Strange to say we found our military chauffeur with the car exactly where we left him. He met us with a grin on his face and a tin of bully beef in his left hand. We had picked up some pieces of biscuit in the mud that a British Tommy had dropped and we also had sponged upon an Italian soldier for a loaf of bread, but by the time we got the bread we were so hungry we considered the event worthy of a picture. Reaching "headquarters" we started immediately on our trip to the town of Trento.

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McAdoo—A "Yes" or "No" Man

Continued from page 783

It is by making his assistants realize that they share with him in the glory of accomplishment; by always giving credit where credit is due; by showing such sound judgment and activity himself, that those who come in contact with him almost automatically emulate him.

Many men—and here of course I am dealing only with successful men, for in this connection the unsuccessful do not count—take some thought of themselves. Mr. McAdoo never allows thought of himself to control. Frequently when I remonstrated against his doing too much work, he has answered:

"How can we here in America think about our fatigue and health while the war is on? When the men in the trenches start for an objective, they do not stop until they have reached it, regardless of whether they have any food or whether they have any sleep or whether they have any pain. As long as this war is on, we have got to follow the same course, even if it costs a few lives. When the war is over, I can take a rest, but not now."

From the practice of men and women who are constantly seeking political positions in Washington, I should judge that not a few Americans think that official life in Washington is a life of ease and pleasure. I have sometimes concluded, often resentfully I admit, that much of the strain and extra work is due to the insatiable desire of the American people to talk and shake hands with important people. I am not exaggerating when I say that, at the lowest estimate, half of the people who try to interview a Cabinet officer, want to take up his time and energy on matters which could much more easily and promptly be disposed of by his fifth or tenth assistant. Even though realizing that the chief of a division has entire authority and ability to dispose of their particular piece of business, nothing satisfies them unless they see the Secretary himself. That is why it is so extremely difficult for a really important man in Washington to stick to his schedule. This is particularly true of a man like Mr. McAdoo, whose natural inclination is to see every one who calls, and who wants to keep an absolutely open door for all comers.

Luckily for the members of the Cabinet and their wives, most social activity in Washington was stopped almost automatically with the entrance of the United States into the war. No official could properly attend to his business and go through the round of receptions and dinners which prevailed in Washington in peace times.

In order to dispose of a great deal of business, every active person has arranged a schedule for himself or has had one arranged for him. The difficult thing is not making schedules, but keeping to them. Naturally, Mr. McAdoo has his. The mornings, during the latter part of the war, he spent at the Treasury Department, and after lunching at home with Mrs. McAdoo, he spent the afternoon at an entirely separate office in another building, where are the headquarters of the United States Railroad Administration, an organization having under its jurisdiction more than two million employees. Tuesday and Friday afternoons are always taken up by Cabinet meetings, and all during the war there was an additional White House conference on Wednesday afternoon, participated in by "the industrial cabinet," which included Baruch, Garfield, Hoover, Director General McAdoo and one or two others. That left, as far as Mr. McAdoo was concerned, only Monday, Thursday and Saturday afternoons to manage his huge railroad job. But on Monday and Thursday afternoons he holds his own cabinet meeting at the railroad administration, attended

by the heads of its various divisions, and at those meetings enough is accomplished to last an ordinary man several weeks.

Another help to speed in the transaction of business is the possession of the so-called photographic mind. I knew a newspaper man once who could take a pile of New York newspapers, glance through them almost as rapidly as he could turn the pages, and when he had finished have in the back of his mind a complete record of every important item with a sure recollection of the position in each paper where each item appeared. In reading memoranda and letters, Mr. McAdoo possesses this quality to a superlative degree. He can glance hurriedly through a mass of papers, and at the end have firmly fixed in his mind the one or more salient points which must be discussed or decided. He possesses the same faculty for getting at the point quickly in a discussion or argument. Once, I remember, he was hastily summoned before a Congressional committee to discuss a question which he had turned over to a subordinate, and with the details of which he was not at all familiar. Riding to the Capitol with him while he drove his automobile through a maze of traffic, I read to him the memoranda of his assistant on the question. Arriving at the Capitol, he was ushered immediately into the committee room and asked to state his views.

He plunged immediately into the argument and set forth with the greatest clarity the facts presented in the memoranda I had read him, and then concluded with one or two added points which clinched the argument so conclusively that the committee, including his political opponents, gave him what he wanted.

This ability to state a case clearly and make unconfused points unquestionably is a chief element in the effectiveness of many successful men. Back of it of course lies long experience with affairs and knowledge of human nature. Mr. McAdoo is not a silent man, but he seldom talks without something effective to say. Never dictatorial nor "bossy," his decisions are given with a note of finality which seldom leaves room for argument. Frequently I have heard him listen patiently to the views of opposing factions and then bring the conversation to a close with a statement of his opinion.

"And that is a decision, gentlemen," he sometimes concludes.

Most people who go to Washington to see a Cabinet officer, I think, expect to see a man in a frock coat, who talks ponderously about affairs of State. Once a very distinguished Japanese called to keep an engagement with Mr. McAdoo, and apologized that the engagement had been made so late that he had not time to put on his formal clothes. Mr. McAdoo did not embarrass him by laughing, but with a sweeping gesture, pointed to his own sack suit (the distinguished Japanese could not see that the trousers were patched behind) and saying, "I am too busy for formality, myself," dismissed the subject and put his visitor at his ease.

I was walking along Pennsylvania Avenue with him a few months ago, and noticed that he was touching my leg every now and then with his cane. He got on the other side, remarking:

"I have often wondered why I carry a cane. There is absolutely no sense in it, and usually I do not know what to do with it, but I got in the habit years ago, and now I don't know what to do with my hands when walking unless I have one."

Some people, not knowing the real McAdoo, could hardly believe it when he gave as his reason for resigning the necessity of making a larger income. They had supposed him to be a wealthy man. Such people had smiled when during the Third Liberty Loan Campaign, he advised male America to wear "half-soled breeches and

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half-soled shoes." Yet he tells smilingly how, soon after entering the Treasury Department, his splendid old negro messenger, who had served under many Secretaries of the Treasury, told him his trousers were wearing out.

"Well, have them half-soled," directed the Secretary to the startled messenger.

Earning only moderate salaries themselves, some men could not understand why a man like Mr. McAdoo could not live on a salary of \$12,000 a year, or \$1,000 a month, even in Washington. Such people do not know Washington, and do not know the responsibilities which go with serving in the Cabinet. They do not know that it was no uncommon thing in past administrations for a Cabinet member to pay out his entire salary for house rental.

One small item in the expenses of a man with such varied activities is that of photographs. Few of the thousands of people who request a public man for an autographed photograph realize that each picture costs upward of \$1.50, and that he pays for it out of his own pocket. Few realize, too, that an honest Government official pays cash for many items which one with an easy-going conscience could put on his expense account and charge to the Government. Mr. and Mrs. McAdoo have never entertained socially in Washington, partly because of the expense and partly because the Secretary has had to work every night. At the outbreak of the war he resigned from all his clubs in order to economize.

I have heard it said that no man can be really successful unless he has a sense of humor and lets it run loose at times. Certainly this is true of Mr. McAdoo.

With intense amusement, he told me once how, shortly after becoming Secretary of the Treasury, he was riding to New York by himself. It was at the time that the Federal Reserve System was the big question before the country. A man across from him was reading a New York newspaper containing a bitter attack on the Secretary. Suddenly the man threw down the paper in disgust, saying:

"That man McAdoo must be a fool!"

The Secretary, with a perfectly straight face, agreed heartily and audibly with his critic-à-vis, and the two fell into a discussion of how big a fool the Secretary of the Treasury was. Finally, unable to stand the strain any longer, Mr. McAdoo said:

"I am absolutely sure that you are right, because I am the Secretary of the Treasury myself."

Thoroughly abashed, he began an argument to show that he was entirely mistaken in his first view, and the Secretary just as earnestly took the affirmative side of the debate. When the man finally left the train, the argument was still continuing, and Mr. McAdoo was laughingly patting him on the back, assuring him that he was in no wise offended and had enjoyed himself immensely.

The former Secretary's cordiality and informality have led many who approached him in his capacity as Secretary of the Treasury or Director of Railroads to think he was "easy." They have invariably found out their mistake before they left his office. Always liberal with his own money, I have heard him argue, regardless of time, to save the Government a few thousand dollars. Once an architect was trying to fix the price on some work he was to do for the Government, when the argument finally came down to one-quarter of one per cent., and Mr. McAdoo finally got that one-quarter of one per cent.

Soon after taking over control of all of the railroads of the country about a year ago, the Director General started a series of inspection trips in order to get personally acquainted with the railroad situation and with the railroad men.

"Let me get out for myself and see things, and then when someone brings up a question concerning a particular railroad, I will know what he is talking about," he said once, and it was perhaps typical that, having been over the railroads in every section of the country on inspection trips, with the exception of the Southeast, and desiring to finish the job right, he left on a final inspection trip two days after announcing to the President that he would have to resign as Director General of Railroads on January 1st. To his assembled staff, he said:

"Remember that I am not going to quit until January 1st; until midnight of December 31st, we must keep up the pace."

Just a word about the senseless rumors circulated following the Secretary-Director General's resignation. The people who tried unsuccessfully to ascribe Mr. McAdoo's resignation to a dispute with the President over anywhere from one to a dozen questions do not know the two men. Whatever else may be said of "Mac," as the President always calls him, and of Mr. Wilson himself, they are straightforward and honest. If he had had a dispute with the President, he would have said so, and the President, whom Mr. McAdoo always called "Governor" (a survival of their intimacy when the President was Governor of New Jersey), would have had his say too. Camouflage had its proper place when the soldiers of liberty were dealing with the Huns, but there was no camouflage in the two offices of W. G. McAdoo.

"I am not going to do syndicated articles for the magazines," said Mr. McAdoo when hearing the regrets of his official family over his resignation, "and I am not going on a Chautauqua lecture tour, because my talents, if I have any, don't run in that direction, but, after a little rest, I shall, for the sake of my family, plunge into work again."

And, having seen him keep the wheels of the clock buzzing for many twenty-four-hour days, I believe him

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Booth	The Little Brother	Walker Whiteside in new drama	Park	Opera Comique	Good singers in repertory
Carnegie Hall	Be Calm, Camilla	Delightful whimsicality	Playhouse	Home Again	Riley's poems dramatized
Central	Concerts and lectures	Musical by leading organizations and soloists, and Newman travel talks	Plymouth	Redemption	John Barrymore in colorful Tolstol drama
Edison	Forever After	Alice Brady in romantic play	Princess Republic	Oh, My Dear! Roads of Destiny	New musical comedy
Edison & Harris	By Pigeon Post	English war play	Selwyn	The Crowded Hour	O. Henry dramatized
Edison	Three Faces East	Ingenious spy play	Shubert	The Betrothal	New drama
Edison	A Place in the Sun	New comedy	10th Street	Betty at Bay	Sequel to the "Blue Bird"
Edison	The Better 'Old	Batmanfather humor	Vanderbilt	The Matinee Hero	New comedy
Edison	Three Wise Fools	Sensational comedy	Vieux Colombier	Les Caprices de M. de la Liberté	Leo Ditrichstein
Edison	Tea for Three	Exceptionally witty			Fine acting in French
Edison	The Saving Grace	Cyril Maude in comedy			
Edison	The Big Chance	Willard Mack melodrama			
Edison	Classical repertory	Robert Mantell			
Edison	Lightnin'	Delightful character play			
Edison	The Canary	Musical comedy			
Edison	Everything	Immensely spectacle			
Edison	Friendly Enemies	Play about loyalty			
Edison	Gloriana	Colorful musical comedy			
Edison	Nothing But Lies	Willie Collier in lively farce			
Edison	Daddies	Bachelors and kiddies			
Edison	The Unknown Purple	Genuine thriller			

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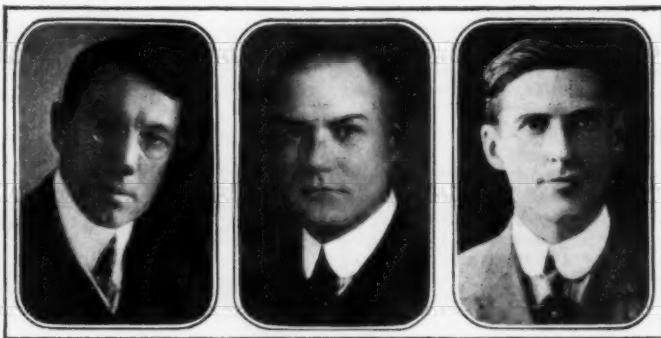
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Jasper's Hints to Money-Makers



H. L. WILLSON

Vice-president and general manager of the Columbia Graphophone Company, New York, who was elected a vice-president of the American Manufacturers' Export Association at its recent annual meeting in New York.

GEORGE ED. SMITH

President of the Royal Typewriter Company, New York, who was reelected president of the American Manufacturers' Export Association, which includes many of the nation's leading business men.

WM. H. INGERSOLL

Of Robert H. Ingersoll and Brother, New York, who was chosen recently by the American Manufacturers' Export Association as one of the vice-presidents of that strong and influential organization.

NOTICE—Subscribers to LESLIE'S WEEKLY at the home office, 225 Fifth Avenue, New York, are placed on what is known as "Jasper's Preferred List," entitling them to the early delivery of their weekly and to answers to inquiries on financial questions and, in emergencies, to answer by telegraph. Preferred subscribers must remit \$5 directly to the office of LESLIE'S in New York, and not through any subscription agency. No charge is made for answering questions, and all communications are treated confidentially. A three-cent postage stamp should always be inclosed. All inquiries should be addressed to "Jasper," Financial Editor, LESLIE'S WEEKLY, 225 Fifth Avenue, New York. Anonymous communications will not be answered.

MY friend, Melville E. Stone, the veteran General Manager of the Associated Press, deprecates the tendency in America just now "to rock the boat." He is alluding more particularly to the complications of the peace situation abroad, but we are rocking the boat at home.

The best proof of this is the recent renewal of the attack on the big packers of the country by that muckraking body, the Federal Trade Commission. I am glad to see its revamped charges, which had been practically thrown out of court and which come from a commission that, not long since, discredited its own report, are being bluntly and plainly denied by the packers. Mr. J. Ogden Armour says the charges "are as untrue as they are unfair." Swift & Company point out that "there are only three things which control prices: supply, demand and the Food Administration." And Morris & Company say, in answer to the Federal Trade Commission's charges, "We are not doing that kind of business." The Federal Trade Commissioners are rocking the boat. Some day they will sink it if they have their way.

Stock market interest has been centered on the railroads in view of the President's washing his hands of an embarrassing job and turning it over to this Congress. But Congressmen do not care to tackle it, so we are told that they propose to pass it over to the incoming Republican Congress. If the latter is called in extra session next March, we will hope for a disposition of the railroad problem in a more satisfactory way than has been anticipated.

Government ownership now seems to be out of the question. It would not be surprising if a plan should be accepted by which the railroads will be restored to their owners under adequate governmental supervision and with former restrictions on pooling of earnings, and co-operating on broad lines, substantially removed. If the railroads were assured of this businesslike treatment, their future would assume a rosy outlook and all railroad shares, with very few exceptions would be stronger, while some would enjoy a rapid advance.

Railroad earnings at this time are particularly interesting. I advise my readers to watch the reports carefully and to note especially those roads, few in number though they be, which in spite of the handicaps of increased wages and cost of maintenance, are showing larger earnings. The Southern roads are among these and the C. C. & St. L. is particularly noticeable for good reports on which the common stock has risen from less than 30 to nearly 40. The resumption of dividends seems justified by the road's very heavy earnings, and insiders familiar with the facts have apparently been buying the stock.

Just as soon as any line of stocks begins to attract the attention of speculators and investors and the rise begins, outsiders are attracted by the possibilities of an advance, but outsiders seldom buy until stocks have appreciated to such an extent that the cream has been skimmed off.

We are getting over some of the shock of the shrinkage in war orders and are gradually removing the restrictions on business which the obligations of war imposed. The business outlook is being relieved from this uncertainty and will continue to improve, and as it does, the foundation will be laid for a much stronger market. If, as seems probable, the newly elected Republican Congress is called in extra session next March, with a constructive program as now foreshadowed, the customary spring advance may be confidently anticipated.

F. SAULT STE. MARIE, MICH.: Union Carbide looks like a peace stock and a business man's investment.

H., NEW YORK: The property of the Nixon Nevada Mining Company is said to be promising but dividends seem remote.

S., LINCOLN, ME.: Curtiss common looks like a long-pull speculation. There are many preferable dividend-paying stocks.

H., JAMESVILLE, WIS.: At present quotations St. Paul gen. & ref. 4 1/2's, Pierce-Oil 6's, and Int. Rapid Transit 7% notes are business men's purchases.

J., PLAINVIEW, NEB.: Hudson and Manhattan Railroad first and ref. 5's are quoted at this writing at about 63. The earnings do not encourage hopes of higher prices.

B., NEW YORK: It would need but a moderate upward turn in the market to bring Sinclair Oil and Cuba Cane up to your purchase prices. This might occur at any time.



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Under This Heading

"Free Booklets for Investors"

on the opposite page, you will find a descriptive list of valuable booklets and circulars of information which will be of great value in arranging your investments to produce maximum yield with safety. A number of them are prepared especially for the smaller investor and the "beginner in investing."

B., MOBILE, ALA.: The three bonds you mention—Col. So. 4's, U. P. 4's and C. & O. 5's—have had a substantial advance on your purchase prices, but all are good to hold.

S., BLOOMINGTON, ILL.: That the Interborough 5-year 7% conv. notes are well regarded is proved by the large, prompt oversubscription for them. They are not among the highest class of gilt-edged issues.

H., PLAINFIELD, N. J.: A concern which is trying to market 10,000,000 shares of 1c oil stock had better be left alone. The promise of a future dividend of 10%, that is, of 1-10 of 1c, is not especially attractive.

M., PORTLAND, ME.: Lake Torpedo stock is a gamble. The company did not prosper even when it had war orders. First National Copper occasionally pays dividends, but is not seasoned and it has the disadvantage of being fostered by Tom Lawson.

J., DENVER, COLO.: Curtiss Aeroplane pfd. is a 7% issue and it looks as if this rate could be maintained. The Anglo-Amer. Oil Co. does not mail dividend checks to holders of the stock in this country. The coupons will be cashed by the Guaranty Trust Co. of New York.

W., CINCINNATI, OHIO: The U. S. Steel Corporation, if the industry does not have greater protection, must face again the fiercest competition, which means lower earnings. Ohio Oil, bought on a stiff reaction, would be an excellent business man's investment.

A., LONG ISLAND CITY, N. Y.: It is just as easy to get your money when due on a registered as on a coupon bond. If a registered bond is stolen, the thief cannot collect its face value when due, as it is registered in the name of the owner and thus can be collected only by the latter.

D., NEW ORLEANS: Prices of stocks are low as compared with former prices and seem attractive still to those who have funds to buy and patience to hold the best dividend-payers. The condition of the money market and the uncertainty concerning our policy of reconstruction are a damper on operations.

I., INDIANAPOLIS, IND.: In taking its stock off the market a company may be pursuing a conservative course. Statements that money invested with any institution will bring profits of 61% are extremely exaggerated. Any concern, even a chattel mortgage bank, will "go bankrupt" unless it is well managed.

Y., BALTIMORE, MD.: Smith Motor Truck assets were sold by the receiver, at a low price. The common is quoted now at 12 1/2c per share. The future is not bright. It would seem advisable to sell your 1,000 shares. You had better take what you can get for your 2,500 shares of Emma copper. Barnett Oil & Gas is highly speculative. Don't touch it.

V., CHATTANOOGA, TENN.: A woman with only \$300 to invest should put it into the safest kind of bonds or preferred stocks. Good bonds include U. S. Rubber first and ref. 5's, U. S. Steel 5's, and Amer. Smelting first 5's. Among the best pfd. stocks are Amer. Woolen pfd., Beth. Steel 8% pfd., U. S. Rubber first pfd., Corn Products pfd.

H., ATCHISON, KANS.: At present prices you could make a profit on only two of your stocks, Atchison and Amer. Steel Foundries. If it will be necessary for you to reduce your account at the end of two months you are carrying too heavy a load on the partial-payment plan. All your stocks may go higher, but ordinarily it is wise to cash in a fair profit.

K., MEDINA, OHIO: A good return on your \$2,000 can be had by investing in Union Bag & Paper, which stands well, but has an element of speculation, as all industrials have. Or you could buy U. S. Steel pfd., Amer. T. & T. So. Pac., U. P. or Rock Island 7% pfd. Each of these is a more substantial security than U. S. Steamship. Why not take a few shares of each?

S., NASHUA, N. H.: I have no statement as to the operations and condition of the Commercial Finance Corporation. It is a new concern, which has yet to prove ability to earn dividends. Its stock is not the sort that a hard-working young lady should purchase. She should not risk her money in an enterprise whose future is still uncertain, but should select the seasoned dividend-payers.

B., KENTON, OHIO: The Falls Motor Co. lately declared a dividend of 1 1/2% on pfd. and a scrip dividend of 5 1/4% to cover arrears. The stock is not particularly attractive, and it would be better on any advance above its present price (\$55) to dispose of it and buy a more seasoned dividend-payer, such as Pierce-Arrow common, White Motor, Amer. Woolen common, or Union Bag & Paper.

W., CLEVELAND: The future of Saxon Motor Co. depends on some sort of reorganization and there is no dividend in sight. That is why it sells so low. Hipp Motor Car Co. has been working on war orders for trucks. It will have to readjust itself to peace conditions. Some of the well-established motor companies are likely to benefit greatly upon the return of peace, and the stocks of these are among the attractive industrials.

E., DULUTH, MINN.: Calumet & Ariz. is one of the best coppers, paying a good dividend. No. Butte copper is a fair dividend-payer. Shattuck-Ariz. and Nev. Consolidated have been making satisfactory returns, but their position has been weakened by reduction of earnings. The coppers at present are uncertain propositions, because of doubt as to the price at which the red metal will sell when the government restrictions are off.

W., NEWPORT, R. I.: As Chandler Motor is a good business man's investment, it might well be bought on the partial-payment plan. I cannot foresee prices, United States Steamship is a business man's purchase. United Eastern and Shipping are dividend-payers and fair mining

speculations. Willys-Overland makes a moderate yield and has possibilities. Glenrock Oil and Wright-Martin are non-dividend payers and long-pull speculations. The peace treaty should benefit all these stocks except the last.

H., NEW YORK: One with \$7,000 seeking a safe and profitable investment should diversify his purchases so as to include the best Government, railroad, real estate and industrial bonds. The Canadian 5 1/2% Victory Loan is attractive. Desirable railroad bonds include B. & O., conv. 4 1/2%, C. & O. conv. 5's, K. C. So. ref. and imp. 5's, N. Y. C. conv. deb. 6's and So. Pac. conv. 4's. Better returns with a greater element of speculation would be found in good dividend-paying stocks like U. S. Steel preferred, Union Bag & Paper, U. P. and Atchison pfd.

B., BLUE CANON, CALIFORNIA: The Canadian Pac. R.R.'s rate of dividend is 10%. The bonds of the company are safe and may be bought through any broker advertising in Leslie's. None of them, however, makes so high a yield as 9%. To find the date of record of different stocks it is necessary to watch the announcements of dividends. Dividends on stocks are not dependent on the will or wishes of holders, but on the views of the directors. The yield on market price of S. O. of N. J. is not large, but the company's surplus gives promise of future larger disbursements.

M., WALLINGFORD, CONN.: It might be well to even up on Colo. Fuel & Iron. Like all steel stocks this issue is affected by the lack of tariff protection. Swift stock is an excellent business man's investment. Among the lower-priced stocks paying dividends, and having something to spare, are American Cotton Oil (\$40, paying \$4); K. C. So. pfd. (\$53 1/4, paying \$4); American Woolen (\$58 1/4, paying \$5); Int. Nick. (\$32 1/2, paying \$4); Pierce-Arrow common (\$44, paying \$5); Stutz Motor (\$47 1/4, paying \$4); Superior Steel (\$36, paying \$6); Midvale Steel (\$44 1/2, paying \$6). There is, of course, a speculative element in all of these.

New York, December 14, 1918. JASPER.

Free Booklet for Investors

Investors and business men find a good weekly guide in the "Bache Review" with its condensed facts and sound opinions. Copies free on application to J. S. Bache & Co., members New York Stock Exchange, 42 Broadway, New York.

High interest rates in the Pacific Northwest make possible 7% mortgages. Some of these based on improved property in Seattle are offered by Joseph E. Thomas & Co., Inc., Third Ave. and Spring Street, Seattle, Wash. Send to them for their latest list.

John Muir & Co., 61 Broadway, New York, announce as special lines of their service odd lots of stock, Liberty Bonds, other baby bonds, and the partial payment plan. These things are of interest to both large and small investors who are invited to write concerning them to Muir & Co.

Correspondence is invited by E. W. Wagner & Co., members New York Stock Exchange, New York Cotton Exchange, and Chicago Board of Trade, from all who look for light on investments. The firm furnishes without charge analytical reports, a weekly cotton letter and a grain review.

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The next few months will be a time of more or less uncertainty for investors and business men. These may obtain valuable counsel on their problems from the specialists of Babston's Statistical Organization, Wellesley Hills, Mass. Particulars sent free to all who write to Department K-20 of this noted organization.

The soundness of real estate bonds safeguarded under the Straus plan is generally admitted and their yield of 6 1/2% is generous. They can be bought in amounts of \$100 and upward. Investors looking for a good non-fluctuating security should write to S. W. Straus & Co., 150 Broadway, New York, for circular No. I-803 and also valuable investment literature.

Thousands of small investors have had good results from buying securities on the 20-payment plan. Any number of shares, from one upward, of the best issues can be easily acquired in this way. An explanatory folder, 81-D, pointing out the possibilities of this method may be had from Slattery & Co., Inc., investment securities, 40 Exchange Place, New York.

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Switching from War to Peace

Continued from page 775

Executive. No one wanted to "start anything." But the pressing problem of reconstruction was overwhelming, and, at length, late in September, the Weeks bill was introduced asking for a Congressional Committee on Reconstruction. This called for a bi-partisan investigation of the subject by an equal number of Democrats and Republicans.

However, the effort was foiled by the introduction immediately, at the behest of the White House, of the Overman bill, asking for a Presidential Commission on Reconstruction. This raised the issue as to who should oversee the work—Congress or the President. The meaning of the Overman bill was plain; it sought indirectly to take from Congress the solving of the reconstruction problem; it sought to extend indefinitely the Presidential war powers; it indirectly sought to add complication, delay and indecision to a problem in which the chief element to overcome was time itself.

Between these two bills for nearly two priceless months Washington wobbled, and ended by doing nothing. At one end of Pennsylvania Avenue the Executive refused to sanction any legislative action unless it gave the White House a blanket order to define all post-war policies as they might arise and without discussion or counsel in advance. In the Capitol, at the other end, the Democrats could not muster enough strength even among themselves to insure this, while the Republicans were equally powerless, possessing only a minority, and so could make no forward attack on reconstruction.

Meanwhile the nation drifted, drifted toward peace, as it had drifted toward war—unprepared. The only hope in the situation, bred of an undying American optimism compounded of equal parts of strength and ignorance, lay in the oft-expressed self-confidence that "we would grapple with things as they came along and lick them in due order." To those who counseled forethought and order the easiest reply was: "See what we've done in the war; we were unprepared for that, but we are doing better than nations that never did anything else." These seemed to forget that in the war we enjoyed the ardent tuition and co-operation of nations whose self-interest compelled them to assist us in all possible ways, while after the war we must go it alone economically.

Also we must readjust ourselves to the conditions of peace. To shift from a peace

to a war footing is in many ways easier than to reverse the action. In the one case there is the practical stimulus of war contracts, of government service, of government control, and there is the spiritual stimulus of patriotism, called to its highest opportunity for concrete expression. In the other reliance must be placed largely upon individual enterprise operating under more or less normal laws. In war, by direct action, the government rallies the industries and the people to its support, but when peace comes the government's power to command is largely gone.

However, it is in peace that the government still owes a supreme duty to the people, for it is negatively responsible in taking from them that which had been supporting them, practically and morally—war. This sounds paradoxical, but examine it impartially. Is it not as much the government's duty to provide against the dislocation of industry in the hiatus from war to peace as it is to provide food and munitions for its soldiers in the field?

Official Washington for weeks and months has been buzzing with this unformulated but profound truth. Because no large grasp of it was taken, and because the efforts made by Congress at least to lay the foundations of understanding the problem were frustrated in the White House, Mr. Wilson, when he faced the assembled Representatives and Senators before he sailed for France, met the rebuke of silence. To his facile phrases there was an ominous and wintry unresponse from those who realized that the paramount domestic duty in the coming months had been ignored, and might have to be met without a co-ordinating head.

Yet consider what our friends and our enemies in Europe have done. England for three years has had a Reconstruction Ministry, with over a thousand sub-committees constantly at work. These have sought the expert advice of the leading trade heads in the British Empire, and there has been prepared and classified every imaginable kind of information and of suggested methods of meeting new conditions. Thus, whatever way the cat jumps at the peace table, or afterward, Britain is prepared instantly to formulate a national policy based on exact information of her resources, her needs and especially of what she has to meet in commercial rivalry. France is in similar shape, and Italy, for over a year, has been doing the same thing.

As for Germany, we have yet to awaken to many truths concerning that unhappy country. One is that whatever form her government may assume her commanding middle class with its vast commercial interests will not be deprived either of their intelligence or of their experience. At no time during the war did they lose sight of the fact that war would not always exist, and they prepared for peace with thoroughness. We found their boasted efficiency faulty in spots on the battlefield, and when we again enter the arena of peace with them we will possess over them every advantage except one—preparation. In that coming race is it possible that there may be repeated the story of the tortoise and the hare? While we dawdle by the wayside they plod slowly on. May there not be goals at which they will arrive first?

Perhaps not. As the President said in his "farewell" message: "Our people do not wait to be coached and led. They know their own business, are quick and resourceful at every readjustment, definite in purpose and self-reliant in action." Most fortunately, this is true. Recently a very large convention of trade chiefs assembled at Atlantic City to consider methods of switching from war to peace. They sought to find out how to prevent the business depressions that are sure to result from the cancelling of nearly three billion dollars' worth of war orders; devices to keep mobile the labor army so that the ten million employed in filling these orders will not be thrown out of work; certainties of reabsorbing into industry and business the four million and more soldiers who are even now returning; banking facilities for realigning credits superimposed on the definite prospect of war work but now pausing half-heartedly in a vague apprehension that prosperity is not yet definitely assured.

The findings of such conventions will doubtless in time be felt in Washington, and, in due time, though perhaps after too late an interval, in the White House. Meanwhile, in the raising of the great war barrier the chief nations of the world have an edge on us as they ride off in the long peace race. The United States, all but left at the post, can overtake them by virtue of her greater energy and greater resources. The paucity and the intensity of their lives have taught them forethought and conservation, values which our wealth and our inexperience have yet properly to estimate.

The World's Biggest Supply Fleet

Continued from page 778

current naval activity, a field of work which requires dungarees as much as gold lace and which is just as important now as before the armistice was announced. Cargo ships have been run across the Atlantic in ever increasing numbers, manned by Navy officers and Navy crews. These ships must continue to fill the breach of Europe's need for food and supplies at least until some definite and permanent policy for our merchant marine shall have been decided upon.

The greatest shipbuilding company in the world is the Emergency Fleet Corporation. The greatest ship operating company is the N. O. T. S. Consider a shipping concern which, even in these times of unheard of expansion, grew from twelve ships in September, 1917, to two hundred and sixty by the following spring, more than three hundred and fifty at the present time, and which will probably total five hundred vessels by next summer.

Remember that on this organization depended not only the ultimate success in the war, but even the actual life of nearly half the civilized world. The work of

supplying the steadily increasing divisions of American troops in France and Italy depended on its efficiency. Shipping tonnage was so delicately proportioned to the number of troops abroad that its hundreds of vessels meant the balance of power in feeding and supplying the ever-growing American Army. If the N. O. T. S. had bungled or failed the consequences would have been unthinkable. It ran so efficiently that few people have ever heard of it.

New ships, old ships, fast ships, slow ships, colliers, oil tanks, horse ships, ships of every sort and description, operated wherever necessary to keep up a continuous stream of supplies overseas.

Food for Pershing and his men, food for Sims and his ships, food for the great guns and the roaring stokeholds, every pound carried across three thousand miles of lurking death—such was the mission of the N. O. T. S., the Naval Overseas Transportation Service.

America set a standard of effectiveness in the treatment of the Kaiser's submarines. Our battleships added greatly to the potential strength of the Allied

Fleet in the North Sea and elsewhere. In many other ways the strong arm of the Yankee naval organization helped to strengthen the grip which the Allies had on the sea. The work of the N. O. T. S. has lacked the color and play inherent in these other spheres. Yet from the standpoint of winning the war, it played a greater part than any of these.

When we entered the war, German battleships and cruisers were safely bottled up within a small radius of their native harbors. If this country had had no destroyers available, a sufficient protection would have been afforded by our allies to keep a majority of transports moving to and from France. It has been on the continued, efficient and increasing operation of cargo ships that the plans for American and Allied Army campaigning have been based. Foreign experts rate this utilitarian branch of American naval activities as more important than all the others. From the standpoint of the national future on the ocean there is reason to believe that the consequences may be even more far-reaching.

To be concluded next week

Life at its maddest—emotions that baffle description—experiences that run the gamut of every folly and crime—Maupassant pictures with a candor and art that defy imitation.

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Telling What People Are Like From What They Look Like

CONSCIOUSLY or unconsciously, most of us try to make some sort of appraisal of the people we meet. But in the light of better acquaintance, how often do your first impressions or estimates of others turn out to be utterly wrong?

The writer of this article says that until recently, inability to size people up was his "blind side"—he was constantly finding himself fooled in people; constantly trusting the wrong men and making similar mistakes in dealing with others—simply because he was a poor judge of human nature.

Then one evening he had an experience that opened his eyes—he stumbled across a little secret that now enables him to "read" people almost like print, the minute he lays eyes on them; he can now look *into* people and *through* them, instead of merely *at* them.

It's all in knowing the simple alphabet of outward signs—what they are and what they mean! Here is the story.



"It's all in knowing the simple alphabet of signs—what they are and what they mean."

IT all began with an experience in Montreal, where I had gone on business.

One evening I accepted an invitation to hear a talk by Dr. Katherine M. H. Blackford. As I had

often heard of her, and of her remarkable ability to read character—her knack of instantly and accurately appraising people that she had never before seen or heard of—I was somewhat curious.

The talk was before a gathering of business and professional men. At the close of her lecture, Dr. Blackford asked her audience to choose two of its members as subjects for a demonstration in character reading.

The two men were chosen, and went to the platform. From the enthusiasm shown by the audience, it was plain that there was something out of the ordinary in the situation.

Both men were introduced as doctors. One was big, broad-shouldered, commanding. The other was a small man, and quite unassuming.

Dr. Blackford began with her analysis. Both men, of course, were absolute strangers to her. She told the big man that he was keen, practical, resolute, determined, aggressive and domineering; that he could handle men well, especially those considerably below him in intelligence; that he had a very keen financial sense, and would make a commercial success of whatever he undertook. She told him that he pushed his way to achievement over obstacles, and that he could and would give pain to others, without suffering sympathetically himself.

She told the other man that he was kind, sympathetic, big-hearted, agreeable, unassuming, intensely devoted to the scientific and humanitarian aspects of his work, but not particularly successful in money matters. And warned him that his sympathies were so acute that he would not be very successful in handling others, and that he was deficient in financial acumen.

Dr. Blackford was creating a sensation. In concluding her analysis of the big man, she said: "While you may make a commercial success of almost any line of work you might undertake, my advice to you would be that general contracting and building would afford the best opportunities for your particular talents and abilities."

The whole audience seemed to gasp at this. The big man turned to her and demanded rather truculently: "Then you don't think I would be a success as a physician or surgeon?"

Dr. Blackford looked him straight in the eye and replied: "As I have said, you would make a financial success at anything you undertook, but you would be far more successful *professionally* in the vocation I have suggested."

In the face of the big doctor's obvious prosperity, Dr. Blackford's verdict that his place was in business and not in medicine seemed far afield. But my host, who had known both men for years, told me that her analysis of each had hit the nail exactly on the head. Also I heard the same remark from others near me.

The big man, while he had made considerable money, was known far and wide as the "butcher." His financial success had been due to business acumen, and not to medical skill. The other man—exactly as Dr. Blackford had summed him up—was a thorough-going physician, but a woefully poor business man.

What I had just seen struck me with all the force of a brand new discovery.

The practical dollars-and-cents value of being able to "read" people at sight the way Dr. Blackford had done was simply amazing in its possibilities. Think of looking at a man or woman you never saw before and instantly spelling out from their looks points and traits that ordinarily are discovered only through long acquaintance. Think of the advantage it would give in selling work. Think of the breaks and mistakes it would save in any kind of business dealings, in choosing and making friends, in any kind of contact with others.

I had always been a little weak in this respect. I was constantly finding myself fooled in my estimate of people—constantly trusting the wrong men—constantly mistaking mere *plausibility* for real *ability* and *dependability*—constantly getting off on the wrong track in my dealings with others—simply because I was a poor judge of human nature.

Dr. Blackford's convincing demonstration made me realize my "blind side" more keenly than ever. I immediately made up my mind to find out the secret of looking *into* people and *through* them, instead of merely *at* them. Right then and there—before Dr. Blackford had left the platform—I got my host to hunt up some one who could introduce me to her. I wanted to ask some questions.

Imagine my surprise when I found that Dr. Blackford had recently boiled the whole thing down into seven short printed lessons that anyone anywhere can learn in a few half-hours of easy-chair study. Also I was told that these seven lessons, each in the form of a handy little book, would be sent on approval, without charge, for free examination.

Before I went to bed that night, I got off a letter to Dr. Blackford's publishers. When I looked the lessons over after they came, I was like a boy with a new toy. They were absolutely fascinating—as absorbing as a good detective story, and as easy to understand; no hard study—the whole secret explained in interesting pictures and simple directions that I couldn't go wrong on. It's all in knowing what I call the simple alphabet of character signs—the story told by mouth, nose, chin, eyes, voice, gestures, and similar outward indications of the inner personality—a story that can never be camouflaged.

My first evening's study of those lessons taught me pointers that I was able to begin using right away, in my daily contact with others. The rest was merely a matter of a little more study and a little more practice.

Meeting people immediately took on a brand new interest—gauging the personality, tastes, mental traits, temperament and other qualities of each man or woman has a fascination that one can never tire of.

But the big thing has been the business side of it. For example, just last week I had to go before a Board of Directors on a deal that meant thousands of dollars to me and to my firm—and I know that the thing that put the deal over was the fact that I was able to size these men up and tell from their looks just how to handle each one. After all is said and done, success or failure in dealing with others usually depends more on being able to "figure out your man," than on any other factor.

On top of all this, what I have learned from Dr. Blackford's Course in Character Reading has given me a new insight into *myself*—a better understanding of my capabilities and limitations. And to my mind, these two things—knowing *yourself* and knowing *others*—are two of the biggest factors of success in all human relations.

All in all, and from a strictly business standpoint—I consider this knack of being able to read character one of the most valuable things I ever learned. The instance just mentioned about the Board of Directors is only one of dozens of cases where it has helped put money in my pocket.

Is it any wonder that such concerns as the Scott Paper Company, the Baker-Vawter Company, the Westinghouse Electric and Manufacturing Company and others have sought Dr. Blackford as counselor; or that thousands of heads of large corporations, salesmen, engineers, physicians, bankers, and educators have studied her Course, and say that the benefit derived is worth thousands of dollars to them?

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